



# Smithsonian

## Fiscal Year 2011

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Submitted to the Committees on Appropriations  
Congress of the United States

Smithsonian Institution

Fiscal Year 2011

*Budget Justification to Congress*

February 2010

**SMITHSONIAN INSTITUTION**  
**Fiscal Year 2011 Budget Request to Congress**  
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## THE SMITHSONIAN INSTITUTION IN THE 21st CENTURY

The Smithsonian Institution was founded in 1846, thanks to the remarkable bequest of English scientist James Smithson. His main stipulation: the mission of the Institution would be “the increase and diffusion of knowledge” among humankind. For 164 years, the Smithsonian has served our nation and the world as a source of inspiration, discovery, and learning. In these difficult economic times, the Smithsonian, with its museums open every day of the year with no admission fee and the remarkable array of information accessible from our websites, has become an even more invaluable resource for the American people than ever before. The Smithsonian has a crucial role to play in the civic, educational, scientific, and artistic life of this nation. Because of this remarkable legacy and mission, the Institution looks to the future with a combination of realism and optimism.

Today, global forces are causing a sea change in our world that demands that the Smithsonian chart a bold path to meet the challenges ahead. Over the next decade, the Institution will be called upon to become more deeply and more visibly engaged than ever before with the great issues of our day. Toward that end, the Institution recently completed an unprecedented, year-long, inclusive planning activity that has resulted in a Strategic Plan that is focused, interdisciplinary, entrepreneurial, and committed to excellence and accountability, and which has been embraced by both internal and external stakeholders. Accordingly, the Institution has identified four “Grand Challenges” to help focus its energies: **1) Unlocking the Mysteries of the Universe; 2) Understanding and Sustaining a Biodiverse Planet; 3) Valuing World Cultures; and 4) Understanding the American Experience.** In addressing these Grand Challenges, the Smithsonian is committed to broadening access to new and diverse audiences through the use of new technologies; strengthening the breadth and depth of its collections; revitalizing both formal and informal education; working across disciplines; and pursuing excellence in all that we do. The Strategic Plan calls for the Institution to “shape the future by preserving our heritage, discovering new knowledge, and sharing our resources with the world.”

As the largest museum and research complex in the world, the Smithsonian is well-positioned to meet these challenges and achieve these goals. The Institution is supported by authoritative scholarship that connects Americans to their cultural heritage and also acts as an international leader in scientific research and exploration. The Smithsonian has 19 museums and galleries, numerous research centers, and the National Zoological Park. All but

two of the museums are located in the Washington, DC metropolitan area; Cooper-Hewitt, National Design Museum and the George Gustav Heye Center of the National Museum of the American Indian are located in New York City. In addition, the Smithsonian has physical facilities in eight states and the District of Columbia, and conducts operations in nearly 100 countries, at sites ranging from the equator to both poles.

The Institution's collections include a remarkable 137 million artifacts, works of art, and scientific specimens. The Smithsonian preserves and displays many of our nation's treasures, as well as objects that speak to our country's unique inquisitiveness, bold vision, creativity, and courage: the Star-Spangled Banner, Edison's light bulb, the Wright flyer, Lewis and Clark's compass, Colin Powell's Desert Storm uniform, and Mark Twain's self-portrait.

Nearly 30 million people from across the country and around the world came to the Smithsonian during the past fiscal year (six million more than in 2008), and more than 188 million visited our various websites. This is our highest visitation level since September 11, 2001, and shows how significant the Smithsonian is to our nation's citizens during difficult economic times. The 30 million visits speak to the quality and relevance of the 90 new exhibitions the Smithsonian launched in 2009, and the hard work of everyone — staff, carpenters, curators, security officers, scholars, scientists, and historians — to make the Smithsonian an exciting, inspiring place. We want all those visits to become "journeys of discovery" as people continue to engage Smithsonian collections, curators, and educational resources on the Web. The reach of everything the Smithsonian does is expanded exponentially by education and outreach programs. As an international institution, the Institution offers the world a picture of America and America a picture of the world.

The Smithsonian has more than 6,000 employees, including approximately 500 scientists, and more than 6,000 volunteers. Additionally, the Institution has 165 affiliate museums in 41 states, the District of Columbia, Puerto Rico, and Panama. The Smithsonian Institution Traveling Exhibition Service, the largest traveling exhibition service in the world, reaches roughly five million people throughout the country each year. The Institution's reach is further expanded through Smithsonian Networks' Emmy Award-winning Smithsonian HD channel, which now reaches millions of households. This combination of volunteer support, philanthropic support, and our national and international reach makes the Smithsonian a worthy and important investment for the federal Government.

All this is possible because the Smithsonian has some of the best minds in the country, employing many of the most passionate, dedicated, and creative professionals in their fields. The support of the Administration, the Congress, and the American people is vital to the work of these staff.

Given these opportunities, challenges, and difficult budget realities, the Institution must be innovative, disciplined, focused, nimble, and more self-reliant than in the past. It faces a future that holds both exciting opportunities and imposing challenges. It must seek excellence in all that it does, and, with the continued support of the American people, it will do just that. What follows is our plan to meet the Smithsonian's future challenges as efficiently and effectively as possible.

## SMITHSONIAN INSTITUTION FY 2011 BUDGET REQUEST SUMMARY

<i>Account</i>	<i>FY 2010 Appropriation</i>	<i>FY 2011 Request</i>
Salaries and Expenses	\$636,161,000	\$660,850,000
Facilities Capital	125,000,000	136,750,000
Legacy Fund	30,000,000	0
Legacy Fund rescission	-29,766,000	0
Total	<u>\$761,395,000</u>	<u>\$797,600,000</u>

For FY 2011, the Smithsonian's request to fund essential operating expenses and revitalization of the Institution's physical infrastructure is \$797.6 million. It includes \$660.85 million for Salaries and Expenses (S&E) and \$136.75 million for Facilities Capital. A detailed summary is provided in the table at the end of this section.

### SALARIES AND EXPENSES

#### NON-DISCRETIONARY COST INCREASES

- ***Salaries and Related Costs (+ \$13,622,000)*** — This request supports a 2.42 percent pay raise for FY 2010 and a 1.4 percent pay raise for FY 2011, and provides most of the resources needed to fund the overall pay requirements. It also includes a decrease in the amount required for Workers' Compensation.
- ***Non-pay Items (+ \$147,000)*** — The Institution requests additional funding, largely for inflation-related increases in utilities, rent, and other fixed operating costs. Details are provided in the S&E section.

#### PROGRAM INCREASES

This budget request for FY 2011 places the programmatic increases into the broad categories of the Smithsonian's new Strategic Plan, thereby linking the funds directly to the Institution's overall mission. The Strategic Plan articulates four Grand Challenges that will allow the Institution to integrate the work of many disciplines. To leverage this Institutional knowledge, the Smithsonian is creating centers around each of the Grand Challenges. These centers are not new programmatic units, but will work through existing museums and research centers to facilitate innovative scholarship and outreach.

## FOCUSING ON GRAND CHALLENGES

### *Unlocking the Mysteries of the Universe*

- **Universe – Center (+ \$500,000)** — This budget request includes an increase to conduct research through the “Universe theme” interdisciplinary center, using the Smithsonian’s world-class collections and scholarly resources. Research will focus on applying the integrative research of the Smithsonian’s scientists to today’s big questions regarding the origin and evolution of the Earth, planets, stars, galaxies, and the universe, thereby yielding tremendous results through the collaborative efforts of scientists, scholars, and cultural experts.

### *Understanding and Sustaining a Biodiverse Planet*

- **Biodiversity – Research (+ \$2,000,000)** — This request includes an increase for research that will be conducted through the “Biodiversity theme” interdisciplinary center using the Smithsonian’s world-class collections, field stations, and scholarly resources. Research will focus on applying Smithsonian resources to the questions in the Institution’s Strategic Plan, such as, how to sustain a biologically diverse Earth, and how does this diversity change across geography and through time.
- **Climate Change (+ \$4,000,000)** — This request includes funds to address global climate change issues and to monitor global forests to measure the impact of global climate change on forest organisms through the Smithsonian Institution Global Earth Observatories.
- **DNA Barcoding (+ \$1,000,000)** — This request includes funds to help us maintain leadership in DNA barcoding, and in the archival preservation of frozen biomaterials for current and future uses which, in some cases, may be the only way to preclude complete extinction.
- **Encyclopedia of Life (+ \$1,000,000)** — This request includes an ambitious project at the National Museum of Natural History, the *Encyclopedia of Life*, which will become a key repository of scientific information about virtually every form of life on Earth.

### *Valuing World Cultures*

- **World Cultures – Center (+ \$500,000)** — This request includes funds to study cultures around the world, with particular emphasis on African, Asian, and Latin American studies. The Smithsonian will use its rich holdings to enhance our understanding of international cultures and will focus on collecting in those areas where cultural heritage is

endangered and, if not preserved, would result in a loss of knowledge to humankind.

### ***Understanding the American Experience***

- **American Experience – Center (+ \$1,000,000)** — This request includes funds to document, interpret, and present the rich and diverse cultures that make up our national heritage. New curators specializing in Latino and Asian American history will study the social, scientific, technological, and artistic heritage of the United States and will document the growing diversity and inclusivity of the American experience through artifacts, oral histories, photographs, performances, and craft traditions.

### **BROADENING ACCESS**

- **Digitization and Web Support (+ \$1,500,000)** — The Smithsonian is uniquely positioned to become the trusted source of information on the World Wide Web by using new technologies to share its vast collections and extensive research, along with the expertise of its scholars, scientists, researchers, museum specialists, and curators. This request supports dedicated staff and archival storage to help continue the process of digitizing the Smithsonian.
- **Latino Programs (+ \$100,000)** — The request also provides an increase for the Latino programs to support exhibitions, outreach, and collections activities to help the Smithsonian better represent and engage this community.

### **STRENGTHENING COLLECTIONS**

- **Collections Care (+ \$2,450,000)** — This request provides resources to improve the quality of preservation, storage, documentation, and accessibility of collections across the Smithsonian and is linked to the digitization request above. The request also includes funds for the National Museum of Natural History to address conservation, storage, preservation, and accountability issues based on the Museum's recent collections assessment. This request also includes resources to support animal welfare and safety for the living collections at the National Zoo.

### **MISSION ENABLING**

- **Security/Anti-Terrorism (+ \$700,000)** — The Institution is requesting funds to complete the comprehensive security staffing plan that began

restructuring resources in FY 2010. The Smithsonian plan provides for an increase in security staffing without a permanent increase in cost, as well as greater retention of security officers, and provides the resources necessary to attract more suitable candidates for security officer positions.

- **Improving Internal Controls (+ \$620,000)** — This funding request supports the Board of Regents' efforts to strengthen oversight of the Institution. The resources will help the Institution eliminate the internal control deficiencies identified by the Independent Review Committee and validated by a consultant-supported assessment that highlighted critical weaknesses.
- **Facilities Maintenance (-\$750,000)** — This request includes an adjustment to Facilities Maintenance in FY 2011 to support other priority Institution goals. The Facilities Maintenance Program is funded at the same level in FY 2011 as FY 2010. Given the planned pay raise, there will be a small reduction in actual maintenance work performed.

## **BUYOUT PROGRAM**

**Buyout Savings (-\$3,700,000)** — The Smithsonian implemented an Institution-wide Buyout as part of its effort to restructure its workforce in accordance with the Institution's Strategic Plan, and to help fill the anticipated gap in funding for salaries and benefits and other fixed expenses.

## **FACILITIES CAPITAL PROGRAM**

The FY 2011 budget request for the Facilities Capital Program (**\$136,750,000**) is critical to improve the deteriorating condition of some of the Institution's oldest buildings and maintain the current condition of other facilities through systematic renewal and repair. The FY 2011 request includes the baseline revitalization requirements of \$106,190,000, as well as \$10,560,000 for facilities planning and design, and \$20,000,000 for design of the National Museum of African American History and Culture (NMAAHC).

For FY 2011, this request continues major revitalization work at the National Zoological Park (\$11.45 million) and the National Museum of Natural History (NMNH) (\$17.6 million), as well as completing the alteration of the Museum Support Center Pod 3 to provide appropriate storage for art and anthropological collections (\$5.0 million). It also includes funds to begin renovation of laboratories at the Smithsonian Environmental Research Center (SERC) (\$16.0 million); to continue the conversion of the uninhabitable school house at the Smithsonian Tropical Research Institute into an urgently needed research and laboratory facility, and other infrastructure upgrades in Panama (\$7.0 million); to continue revitalization of the National Museum of American History (\$18.0 million); to combine with private funds for the renovation and improvement of the mansion at Cooper-Hewitt, National Design Museum (\$8.85 million); and provide for critical revitalization projects costing under \$5 million each throughout the Institution (\$22.3 million). This request accounts for planning and design of future projects estimated at \$10.6 million, and for the design costs of the NMAAHC, estimated at \$20.0 million. Specific details are provided in the Facilities Capital section of this request.

## **LEGACY FUND PROGRAM**

In the FY 2010 Appropriations Act, Congress rescinded unobligated balances and reappropriated \$30 million to develop a public-private partnership to facilitate the reopening of the Arts and Industries Building. The Fund was first established by Congress in FY 2008 as a public-private partnership that allows the Institution to spend incremental amounts from the fund as equal amounts are raised from private sources. Fundraising efforts are underway to raise the matching private funds. No funds are requested for FY 2011.

**SMITHSONIAN INSTITUTION  
FY 2011 BUDGET REQUEST  
BY APPROPRIATION ACCOUNT**

<b>SALARIES AND EXPENSES</b>	<b>FTEs</b>	<b>Amount</b>
<b>FY 2010 Appropriation</b>	<b>4,333</b>	<b>\$636,161,000</b>
<b>FY 2011 Changes</b>		
<b><u>Non-Discretionary Cost Increases</u></b>		
Salaries and Related Costs		13,622,000
Utilities, Postage, Rent, Communications, and Other		147,000
<b><u>Program Increases</u></b>		
<b>Focusing on Grand Challenges</b>		
<b><i>Unlocking the Mysteries of the Universe</i></b>		
Universe — Center	1	500,000
<b><i>Understanding and Sustaining a Biodiverse Planet</i></b>		
Biodiversity — Center	4	2,000,000
Climate Change (including SIGEO)	12	4,000,000
DNA Barcoding	6	1,000,000
<i>Encyclopedia of Life</i>	6	1,000,000
<b><i>Valuing World Cultures</i></b>		
World Cultures — Center	3	500,000
<b><i>Understanding the American Experience</i></b>		
American Experience — Center	6	1,000,000
<b>Broadening Access</b>		
Digitization and Web Support	7	1,500,000
Latino Programs	0	100,000
<b>Strengthening Collections</b>		
Collections Care		
Collections Care and Preservation	0	1,200,000
Natural History Collections Program	5	750,000
National Zoo (Animal Welfare and Staff Safety)	2	500,000

<b>SALARIES AND EXPENSES</b>	<b>FTEs</b>	<b>Amount</b>
<b>Mission Enabling</b>		
Security/Anti-Terrorism	0	700,000
Improving Internal Controls	4	620,000
Facilities Maintenance Adjustment	0	-750,000
<b>Buyout Program</b>		<b><u>-3,700,000</u></b>
<b>FY 2011 Salaries and Expenses Request</b>	<b>4,389</b>	<b>\$660,850,000</b>

<b>FACILITIES CAPITAL</b>	<b>FTEs</b>	<b>Amount</b>
FTEs in Base	48	
<b><i>Revitalization:</i></b>		
Cooper-Hewitt, National Design Museum		8,850,000
Museum Support Center (Pod 3)		5,000,000
National Museum of American History		18,000,000
National Museum of Natural History		17,600,000
National Zoological Park		11,450,000
SI Environmental Research Lab		16,000,000
SI Tropical Research Institute (Gamboa)		7,000,000
Other Revitalization Projects		<u>22,290,000</u>
<b>Subtotal Revitalization</b>		106,190,000
<b><i>Planning and Design</i></b>		
Facilities Planning and Design		10,560,000
National Museum of African American History & Culture		<u>20,000,000</u>
<b>Subtotal Planning and Design</b>		30,560,000
<b>FY 2011 Facilities Capital Request</b>	<b>48</b>	<b>\$136,750,000</b>

<b>FY 2011 REQUEST, ALL ACCOUNTS</b>	<b>4,437</b>	<b>\$797,600,000</b>
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**SMITHSONIAN INSTITUTION  
SALARIES AND EXPENSES (S&E)**

**Summary of FY 2011 Changes**

	<u>FTEs</u>	<u>Amount</u>
<b>FY 2010 S&amp;E Appropriation</b>	4,333	<b>\$636,161,000</b>
<b>FY 2011 Changes</b>		
<b>Non-Discretionary Cost Increases</b>		
Legislated Pay Raises and Workers' Compensation		13,622,000
Utilities, Postage, Rent, Communications, and Other		<u>147,000</u>
<b>Total Non-Discretionary Cost Increases</b>		<b>\$13,769,000</b>
<b>Program Changes</b>		
Focusing on Grand Challenges (Research)		
<i>Unlocking the Mysteries of the Universe</i>	1	500,000
<i>Understanding and Sustaining a Biodiverse Planet</i>	28	8,000,000
<i>Valuing World Cultures</i>	3	500,000
<i>Understanding the American Experience</i>	6	1,000,000
Broadening Access		
Digitizing Collections	4	1,000,000
Making Collections More Accessible on the Web	3	500,000
Expanding Latino Programs	0	100,000
Strengthening Collections		
Caring for and Preserving the Nation's Collections	0	1,200,000
Expanding Natural History's Collections Program	5	750,000
Improving Animal Welfare and Safety (National Zoo)	2	500,000
Mission Enabling		
Implementing New Security Workforce Plan	0	700,000
Improving Internal Controls	4	620,000
Facilities Maintenance Adjustment	0	(750,000)
<b>Total Program Changes</b>	<b>56</b>	<b>14,620,000</b>
<b>Buyout Savings</b>		<b>(3,700,000)</b>
<b>FY 2011 Budget Request</b>	<b>4,389</b>	<b>\$660,850,000</b>

**SMITHSONIAN INSTITUTION**  
**Salaries and Expenses**  
**Unit Detail of the 2009 Actuals and the 2010 and 2011 Estimates**  
(\$ in Thousands)

Page #	FTE = Full-Time Equivalent	FY 2009 Actuals		FY 2010 Appropriations		FY 2011 Request		ANALYSIS OF CHANGE				
								Non-Discretionary				
		FTEs	\$000	FTEs	\$000	FTEs	\$000	Costs \$000	FTEs	Program \$000		
<b>MUSEUMS AND RESEARCH CENTERS</b>												
<i>Unlocking the Mysteries of the Universe</i>												
42	National Air and Space Museum	166	17,951	174	18,259	174	18,603	598	0	(254)		
47	Smithsonian Astrophysical Observatory	106	24,336	113	24,323	113	24,759	540	0	(104)		
52	Major Scientific Instrumentation	0	3,276	0	3,822	0	3,822	0	0	0		
35	Universe - Center	0	0	0	0	1	500	0	1	500		
<i>Subtotal, Unlocking the Mysteries of the Universe</i>				272	45,563	287	46,404	288	47,684	1,138	1 142	
<i>Understanding and Sustaining a Biodiverse Planet</i>												
58	National Museum of Natural History	366	46,578	376	47,622	387	50,433	1,472	11	1,339		
69	National Zoological Park	221	23,196	220	23,190	222	24,197	698	2	309		
75	Smithsonian Environmental Research Center	30	3,559	34	3,756	34	3,848	120	0	(28)		
79	Smithsonian Tropical Research Institute	246	13,081	253	14,546	253	14,885	345	0	(6)		
35	Biodiversity - Center	0	0	0	0	22	7,000	0	22	7,000		
<i>Subtotal, Understanding and Sustaining a Biodiverse Planet</i>				863	86,414	883	89,114	918	100,363	2,635	35 8,614	
<i>Valuing World Cultures</i>												
87	Arthur M. Sackler Gallery/Freer Gallery of Art	42	5,992	48	6,113	48	6,268	192	0	(37)		
93	Center for Folklife and Cultural Heritage	14	2,781	18	2,282	18	2,340	58	0	0		
97	Cooper-Hewitt, National Design Museum	31	3,534	34	4,103	34	4,162	114	0	(55)		
102	Hirshhorn Museum and Sculpture Garden	41	4,418	47	4,412	47	4,445	128	0	(95)		
107	National Museum of African Art	29	4,336	32	4,504	32	4,532	103	0	(75)		
35	World Cultures - Center	0	0	0	0	3	500	0	3	500		
<i>Subtotal, Valuing World Cultures</i>				157	21,061	179	21,414	182	22,247	595	3 238	
<i>Understanding the American Experience</i>												
114	Anacostia Community Museum	16	2,001	21	2,048	21	2,098	50	0	0		
118	Archives of American Art	16	1,825	19	1,858	19	1,928	70	0	0		
122	National Museum of African American History & Culture	30	8,703	46	12,894	46	13,568	674	0	0		
131	National Museum of American History, Behring Center	179	21,870	185	22,349	185	22,778	822	0	(393)		
138	National Museum of the American Indian	263	33,035	273	32,530	273	33,300	808	0	(38)		
142	National Portrait Gallery	53	5,853	59	5,967	59	6,087	199	0	(79)		
146	Smithsonian American Art Museum	90	8,994	94	9,245	94	9,522	331	0	(54)		
35	American Experience - Center	0	0	0	0	6	1,000	0	6	1,000		
<i>Subtotal, Understanding the American Experience</i>				647	82,281	697	86,891	703	90,281	2,954	6 436	
<b>Total Museums and Research Centers</b>				<b>1,939</b>	<b>235,319</b>	<b>2,046</b>	<b>243,823</b>	<b>2,091</b>	<b>260,575</b>	<b>7,322</b>	<b>45 9,430</b>	

**SMITHSONIAN INSTITUTION**  
**Salaries and Expenses**  
**Unit Detail of the 2009 Actuals and the 2010 and 2011 Estimates**  
(\$ in Thousands)

Page #		FTE = Full-Time Equivalent		FY 2009 Actuals		FY 2010 Appropriations		FY 2011 Request		ANALYSIS OF CHANGE					
				FTEs	\$000	FTEs	\$000	FTEs	\$000	Non-Discretionary Costs \$000	Program FTEs \$000				
<b>MISSION ENABLING</b>															
<i>Program Support and Outreach</i>															
152	Outreach			63	8,862	62	9,669	62	9,773	230	0	(126)			
157	Communications			20	2,230	23	2,342	24	2,586	94	1	150			
160	Institution-wide Programs			0	7,330	0	10,839	0	12,139	0	0	1,300			
168	Office of Exhibits Central			25	2,794	30	2,982	30	3,082	100	0	0			
170	Museum Support Center			22	2,361	25	1,858	25	1,912	54	0	0			
172	Museum Conservation Institute			20	3,081	24	3,119	24	3,199	80	0	0			
176	Smithsonian Institution Archives			18	1,978	20	2,054	20	2,142	88	0	0			
178	Smithsonian Institution Libraries			90	9,638	97	10,008	97	10,168	267	0	(107)			
<i>Subtotal, Program Support and Outreach</i>				258	38,274	281	42,871	282	45,001	913	1	1,217			
182	Office of the Chief Information Officer			85	39,117	90	43,536	96	46,806	1,987	6	1,283			
186	Administration			162	29,107	194	32,989	198	34,252	747	4	516			
191	Office of the Inspector General			17	2,192	22	2,700	22	2,657	72	0	(115)			
<i>Facilities Services</i>															
193	Facilities Maintenance			354	58,296	357	72,935	357	72,729	1,194	0	(1,400)			
196	Facilities Operations, Security and Support			1,371	188,271	1,343	197,307	1,343	198,830	1,534	0	(11)			
<i>Subtotal, Facilities Services</i>				1,725	246,567	1,700	270,242	1,700	271,559	2,728	0	(1,411)			
<b>Total Mission Enabling</b>				<b>2,247</b>	<b>355,257</b>	<b>2,287</b>	<b>392,338</b>	<b>2,298</b>	<b>400,275</b>	<b>6,447</b>	<b>11</b>	<b>1,490</b>			
<b>GRAND TOTAL, SMITHSONIAN INSTITUTION</b>				<b>4,186</b>	<b>590,576</b>	<b>4,333</b>	<b>636,161</b>	<b>4,389</b>	<b>660,850</b>	<b>13,769</b>	<b>56</b>	<b>10,920</b>			

## SALARIES AND EXPENSES

FY 2009 Appropriation	\$593,400,000
FY 2010 Appropriation	\$636,161,000
FY 2011 Estimate	\$660,850,000

For FY 2011, the Institution requests \$660.9 million in the Salaries and Expenses (S&E) account. Within the total increase requested, approximately 56 percent is attributable to non-discretionary costs for sustaining base operations (e.g., pay, utilities, rent, etc.), and the remainder is for priority requirements throughout the Institution.

**SALARY AND RELATED COSTS (+ \$13,622,000)** — The Institution requests an increase of \$13,622,000 for projected higher salary and benefits costs in FY 2011, as described below. This request funds the proposed 1.4 percent pay raise in January 2011; annualization of the enacted 2.42 percent pay raise in January 2010 (1.5% general and 0.92% locality); portion of the January 2010 pay raise (2.42% vs. 2.0%); and partially covers a portion of the January 2009 pay raise (4.78% vs. 2.9%). The increase also reflects the return of (-\$67,000) in Workers' Compensation costs. The Institution will absorb the costs of (\$1,509,000) for the additional workday and the partial FY 2009 pay raise (\$2,328,000). The following is a line-item display of the pay requested for FY 2011:

<i>Salary and Related Costs:</i>	<i>Requested</i>
▪ 2011 pay raise (3/4 year at 1.4%)	\$6,808,000
▪ Annualization of 2010 pay raise (1/4 year at 2.42%)	2,779,000
▪ Portion of 2010 pay raise (3/4 year at 2.42% vs. 2.0%)	1,429,000
▪ Portion of 2009 pay raise (3/4 year at 4.78% vs. 2.9%)	2,673,000
▪ Workers' Compensation	-67,000
<b>Total</b>	<b>\$13,622,000</b>

- **Proposed 2011 Pay Raise (+ \$6,808,000)** — This funds the anticipated 1.4 percent January 2011 pay raise for three-quarters of a year.
- **Annualization of the 2010 Pay Raise (+ \$2,779,000)** — This funds the annualization of the enacted 2.42 percent average January 2010 pay raise for the first quarter of FY 2011.
- **Portion of 2010 Pay Raise (+ \$1,429,000)** — This funds the difference between the 2010 enacted pay raise and the FY 2010 request (2.42% vs. 2.0%) for three-quarters of the year.
- **Portion of 2009 Pay Raise (+ \$2,673,000)** — This \$2,673,000 partially funds the full requirement of \$5,001,000 — the difference between the January 2009 enacted pay raise and the FY 2009 request (4.78% vs. 2.9%)

for three-quarters of the year. The Smithsonian will absorb the remaining \$2,328,000.

- **Workers' Compensation (-\$67,000)** — This supports the provisions of Section 8147(b) of Title 5, *United States Code*, as amended by Public Law 94-273. The Workers' Compensation bill for FY 2011 is \$3,565,000, based on actual costs incurred from July 1, 2008 through June 30, 2009, as provided by the U.S. Department of Labor. The FY 2010 amount is \$3,632,000.

#### FY 2011 Increased Pay Costs (\$000s)

Line Item	FY 2009/10 Unfunded	FY 2010 Annualization	FY 2011 Pay Raise	Total
National Air and Space Museum	180	121	297	598
Smithsonian Astrophysical Observatory	163	109	268	540
National Museum of Natural History	444	297	731	1,472
National Zoological Park	211	141	346	698
Smithsonian Environmental Research Center	32	34	54	120
Smithsonian Tropical Research Institute	104	70	171	345
Arthur M. Sackler Gallery/Freer Gallery of Art	58	39	95	192
Center for Folklife and Cultural Heritage	17	12	29	58
Cooper-Hewitt, National Design Museum	32	21	52	105
Hirshhorn Museum and Sculpture Garden	38	26	64	128
National Museum of African Art	31	21	51	103
Anacostia Community Museum	15	10	25	50
Archives of American Art	22	14	34	70
National Museum of African American History and Culture	108	73	175	356
National Museum of American History, Behring Center	210	141	346	697
National Postal Museum	7	5	13	25
National Museum of the American Indian	244	163	401	808
National Portrait Gallery	60	40	99	199
Smithsonian American Art Museum	100	67	164	331
Outreach	68	47	115	230
Communications	20	28	46	94
Office of Exhibits Central	30	20	50	100
Museum Support Center	16	11	27	54
Museum Conservation Institute	24	16	40	80
Smithsonian Institution Archives	26	18	44	88
Smithsonian Institution Libraries	80	54	133	267
Office of Chief Information Officer	149	100	246	495
Administration	220	146	393	759
Inspector General	21	15	36	72
Facilities Maintenance	360	241	593	1,194
Facilities Operations, Security, and Support	1,012	679	1,670	3,361
<b>Total Increased Pay Costs</b>	<b>\$4,102</b>	<b>\$2,779</b>	<b>\$6,808</b>	<b>\$13,689</b>

## **UTILITIES, POSTAGE, RENT, COMMUNICATIONS, AND OTHER COSTS**

(**+\$147,000**) — For FY 2011, the Institution requests a net increase of \$92,000 for utilities, postage, rent, and communications. The increases are for consumption, rate, and inflationary increases, as well as program needs. In addition, an increase of \$55,000 is requested to cover contractual increases for Smithsonian's annual audit and for payroll services. The following table displays estimates from FY 2009 through FY 2011. Detailed explanations of each line item follow.

**Federal Utilities, Postage, Rent, Communications, and Other Costs**  
**FYs 2009–2011**  
(Dollars in Thousands)

	<b>FY 2009 Actuals</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>	<b>Change</b>
Utilities:				
Electricity	19,275	23,445	23,021	-424
Chilled Water	6,811	7,994	8,040	46
Steam	8,166	8,854	8,870	16
Natural Gas	4,221	4,478	4,742	264
DC Gov't Water/Sewer	6,021	4,435	2,802	-1,633
Other Water and Fuel Oil	734	931	1,031	100
Subtotal, Utilities	45,228	50,137	48,506	-1,631
Postage	1,708	1,790	1,836	46
Motor Fuel		370	370	0
Rent:				
Central	25,507	28,404	28,162	-242
Unit	4,399	4,639	5,066	427
Subtotal, Rent	29,906	33,043	33,228	185
Communications	11,066	12,679	14,171	1,492
Other	1,130	1,461	1,516	55
<b>Total</b>	<b>\$89,038</b>	<b>\$99,480</b>	<b>\$99,627</b>	<b>\$147</b>

- **UTILITIES (-\$1,631,000)** — The utilities request supports electricity, chilled water, steam, natural gas, DC government water and sewer, and other water and fuel-oil services. The request includes the following:
  - **Electricity (-\$424,000)** — Electricity is used to operate the Smithsonian's large infrastructure. The major consumer of electricity is the air-conditioning system that cools the Smithsonian facilities, ensuring the comfort of staff and visitors, and providing essential

climate control to protect the priceless national collections. The net estimate includes a 6.3 percent reduction of electricity rates for Maryland and the District of Columbia facilities when a new supply contract becomes effective in January 2010 (-\$1,067,000). Offsetting the decrease are increases to support a proposed 6.9 percent rate increase submitted by Virginia Dominion Power to the regulatory State Corporation Commission for approval (+ \$157,000) and an anticipated 2 percent rate increase for all other electricity accounts (+ \$92,000). The estimate also includes increases for the six-month balance of funds for the National Air and Space Museum's (NASM) Udvar-Hazy Center, Phase II (+ \$223,000); six-month balance of start-up funds for the newly renovated Museum Support Center's (MSC) Pod 3 (+ \$51,000); additional funds for the new Vehicle Maintenance Branch Facility at Garber (+ \$25,000); and offsetting decreased reimbursements due to supply contract rate reductions in Maryland and the District of Columbia (+ \$95,000).

- **Chilled Water (+ \$46,000)** — Chilled water costs represent both the annual cost of the fixed, 15-year debt service for the joint project between the General Services Administration (GSA) and the Smithsonian to supply chilled water from GSA's central plant to the Smithsonian's south Mall facilities and the variable cost for actual chilled water usage. The request includes an anticipated 1.3 percent rate increase (+ \$51,000), which is offset by anticipated increased reimbursements due to higher rates (-\$5,000).
- **Steam (+ \$16,000)** — The Smithsonian uses steam for heating and humidification, and to produce hot water for facilities on the Mall and in New York City. The estimate includes an anticipated 3 percent rate increase to the New York City account (+ \$16,000). An April 2009 letter from GSA states that rates for facilities on the Mall will remain the same as FY 2010 rates.
- **Natural Gas (+ \$264,000)** — The Smithsonian uses natural gas for heating and generating steam. The net estimate includes an anticipated 3 percent rate increase among all natural gas accounts (+ \$131,000); the six-month balance required in funds for NASM's Udvar-Hazy Center, Phase II (+ \$113,000); and six-month balance of start-up funds for the newly renovated MSC Pod 3 (+ \$25,000). Offsetting the increases are anticipated increased reimbursements due to higher rates (-\$5,000).
- **DC Water and Sewer (-\$1,633,000)** — Funds provide for both water and sewer services provided by the District of Columbia Water and

Sewer Authority (DCWSA). This decrease represents rate and billing adjustments transmitted by DCWSA to the Smithsonian (-\$1,630,000), offset by anticipated increased reimbursements (-\$3,000).

- **Other Water and Fuel Oil (+ \$100,000)** — Funds provide water for facilities outside of Washington, DC, and fuel oil used in dual-fuel boilers and emergency generators as a backup to natural gas. The net request provides for anticipated water rate increases ranging from 1 percent to 9 percent for all water accounts outside of Washington, DC (+ \$43,000), and six-month balance of start-up funds for NASM's Udvar-Hazy Center Phase II (+ \$30,000). Also included are funds to support an average rate increase of 11.3 percent among all fuel-oil accounts (+ \$27,000).
- **POSTAGE (+ \$46,000)** — These funds provide for all official domestic and international mail services. The net request reflects an anticipated 2.9 percent rate increase by the U.S. Postal Service (+ \$46,000).
- **RENTAL SPACE (+ \$185,000)** — The request includes a net increase for centrally funded lease requirements (-\$242,000) and unit-funded, programmatic lease requirements (+ \$427,000), as detailed below.
  - **Central Rent (-\$242,000)** — This figure reflects a decrease to eliminate surplus rent funds for leased office and storage space from private-sector landlords, as follows:
    - Escalation (-\$148,000)** — Includes an increase for annual escalations in base rent, in accordance with the actual terms of current lease contracts, which average 3 percent among the contracts. The increase is entirely offset by considerable net decreases to operating expenses and real estate taxes, largely for two recent leases, thus reducing the Smithsonian's annual rent costs for FY 2010 and rent estimates for FY 2011.
    - Armed Forces Retirement Home (AFRH) (-\$94,000)** — The Smithsonian's lease of greenhouses on the AFRH campus in Washington, DC expires May 31, 2010. When the greenhouse operation relocates to the Smithsonian's newly constructed greenhouse facility at Suitland, Maryland, the Smithsonian will redirect rent funds to offset escalation in rent among other existing lease contracts.

- **Unit Rent (+ \$427,000)** — Justified here, but included in the following museums' line items are unit-funded rent increases needed to support Smithsonian programs. The increases are as follows:

Cooper Hewitt, National Design Museum (CHNDM) (+ \$9,000) — Provides for annual rent escalation of 3 percent in accordance with contract lease terms for leased collections-storage space in New Jersey.

National Museum of African American History and Culture (NMAAHC) (+ \$318,000) — Provides funds for leased office and collections-storage space at the Capital Gallery and Pennsy Drive facilities. The net estimate includes an increase for the 3 percent escalation to rent in accordance with actual lease terms. The increase is entirely offset by considerable net decreases to operating expenses and real estate taxes; thus reducing the annual rent costs for FY 2010 and rent estimates for FY 2011 (-\$37,000).

The request also includes additional rent funds to pay annual lease costs for 7,116 square feet of leased office space in the Capital Gallery complex (+ \$355,000). As the NMAAHC continues to move ahead with plans and operations for opening of the Museum, it is crucial that the NMAAHC have the resources it needs to provide adequate and appropriate space for anticipated staff increases.

National Postal Museum (NPM) (+ \$100,000) — A lease agreement between the Smithsonian and the U.S. Postal Service provides the Smithsonian with an additional 9,200 square feet of space within the historic Postal Square Building, adjacent to NPM's existing leased space at 2 Massachusetts Ave., NE, Washington, DC. The lease commencement is June 1, 2011. This is after the current tenant vacates the space in May 2011, upon the expiration of its lease.

NPM recently received a generous donation that includes \$8 million to support the expansion of the Museum with trust funds. The lease will allow for a major transformation of the Museum, giving it a substantial presence on the first floor of a historic building and greatly improved signage opportunities, thereby increasing its visibility and attendance. The request includes four months of lease costs (\$85,000) and utility expenses (\$15,000). In FY 2012, NPM will request the annualized rent and operating costs. The Museum is raising all of the \$18 million required for this transformation, as well as 20 percent of the operating costs.

- **COMMUNICATIONS (+ \$1,492,000)** — The communications base supports the Institution's voice and data telecommunications infrastructure operations, including: telephones, voicemail, email, data wiring, radio trunking, leased lines, network switches and routers, video teleconferencing, remote access, telephone modernization, maintenance, and equipment. The requested increase includes the following:
  - (+ \$500,000) provides additional capacity to the existing Virtual Tape Library (VTL) system to maintain the current level of backup capability in response to the demand for increased storage. The VTL provides the primary backup storage solution for all of the more than 600 servers at the Smithsonian's off-site data center in Herndon, Virginia. Server backups are performed daily and the available disc storage space is already near capacity. Without the additional VTL capacity, the system will be unable to fully back up the managed data on the servers as new data are continually being added for collections, research, and administrative transactions. Expanding the VTL will also ensure that backups do not run during production time, thereby preventing slower response times and network outages.
  - (+ \$892,000) funds the growth in annual license and maintenance costs for software and information technology hardware used in the Smithsonian production environment. These costs include: Internet 1 connection that provides access to the Smithsonian's Web presence and the Internet (\$50,000); Aperture software used to manage the data center floor space and equipment placement, and that serves as the asset inventory management system (\$35,000); CISCO/EMC maintenance for network switching and routing equipment (\$58,000); security software maintenance for BladeLogic auditor/security compliance with standards provided by the National Institute of Standards Technology (\$104,000); Google Page licenses applied to 15 million documents to cover the collections for the Institution (\$375,000); Symantec NetBackup software for servers relocated to the Herndon data center (\$200,000); and PC Helps service that provides commercial, off-the-shelf software support for Microsoft Office and Adobe Photoshop to staff throughout the Institution (\$70,000).
  - (+ \$100,000) provides for increases in annual radio service and maintenance costs for the Institution. The Institution requires radios for security guards, animal safety, and other personnel that are necessary to carry out day-to-day operations.

- **OTHER NON-DISCRETIONARY COSTS (+ \$55,000)** — This budget request provides needed resources for the following increases included in the Administration line-item increases:
  - **Administration (+ \$55,000)** — Covers contractually required inflation costs for the annual audit of the Smithsonian's financial statements and personal property inventory (+ \$33,000) and increased processing fees for the Smithsonian's payroll services (+ \$22,000).

## SUMMARY OF PROGRAM CHANGES

### FOCUSING ON GRAND CHALLENGES

The Smithsonian's Strategic Plan for 2010–2015 articulates four Grand Challenges that provide an overarching strategic framework for Smithsonian programs and operations. The four Grand Challenges are:

- *Unlocking the Mysteries of the Universe*
- *Understanding and Sustaining a Biodiverse Planet*
- *Valuing World Cultures*
- *Understanding the American Experience*

Meeting these Grand Challenges will allow the Smithsonian to integrate the work of many disciplines within its museums and research centers, as well as broaden the Institution's external collaborations. The challenges are grounded in research and emphasize complementary education and outreach programs; together, they will influence how the Smithsonian directs its resources and focuses its energies.

The Institution plans to establish Centers in each Grand Challenge area that will fuse and optimize efforts across the Institution and with our research partners that will ensure that our efforts have the maximum effect. Centers will also aid the Institution in attracting new funds for these efforts. However, all research will continue to be conducted by our existing museums and research centers.

The specific increases requested are as follows:

#### ***Unlocking the Mysteries of the Universe***

The Smithsonian has played a leading role in understanding the fundamental nature of the universe, dark matter, galaxy formation, and extreme explosive phenomena in the universe, and the development of the world's largest next-generation telescope. Now the Smithsonian will focus on applying the integrative research of its scientists to today's big questions regarding the origin and evolution of the Earth, planets, stars, galaxies, and the universe, yielding tremendous impact through the collaborative energy of scientists, scholars, and cultural experts.

- **Universe – Center (+ \$500,000, + 1 FTE)** — This request supports research that will be conducted through the Universe center using the Smithsonian's world-class collections and scholarly resources. Areas that will be studied include the origin and evolution of the Earth and Solar

System; the effects of geologic and meteoric phenomena on Earth's atmosphere and biosphere; and research into the next generation of ground- and space-based astronomical telescope mirrors and instrumentation that will enable the next generation of breakthrough research.

### ***Understanding and Sustaining a Biodiverse Planet***

In recent decades, Smithsonian research has advanced and synthesized knowledge that has contributed to the survival of at-risk ecosystems and species in an effort to improve our knowledge of biodiversity and its role in the healthy functioning of ecosystems for a sustainable planet. Moving forward, the Smithsonian will broker interdisciplinary research and harness its institutional power to expand its work and find innovative approaches to catalogue problems stemming from the loss of biodiversity, ecosystem degradation, and the effects of climate change.

- **Biodiversity — Research (+ \$2,000,000, + 4 FTEs)** — The requested increase supports the Strategic Plan theme for integrative research on science-based means to ensure the coexistence of society and biodiversity, and to answer the questions “What is the fundamental biology of species and their distribution across space and time?” and “How do natural ecosystems function, and what services do they provide?” by supporting complementary programs of research and infrastructure.
- **Climate Change (+ \$4,000,000, + 12 FTEs)** — Smithsonian science supports many strands of the U.S. Global Change Research Program (USGCRP) by providing baseline data, measurements, and monitoring of change to the biosphere and atmosphere. These funds will support observation and monitoring capabilities to ensure a long-term, high-quality, and high-resolution record of the state of the natural variability and change in climate; improve our understanding of the natural and human-induced forces of change; and increase the accuracy of environmental models and projections of future conditions. Within this request, \$2 million is focused on forests through the expansion and sustainment of the Smithsonian Institution Global Earth Observatories (SIGEO) network, \$1 million is focused on marine environments, and \$1 million on other USGCRP priorities.
- **DNA Barcoding (+ \$1,000,000, + 6 FTEs)** — This request recognizes the importance of “horizontal genomics” in modern biodiversity studies, thereby helping the Smithsonian maintain its leadership and expand its efforts in DNA barcoding (a technique for characterizing species of organisms using a short DNA sequence), and the archival preservation of frozen biomaterials for current and future uses. As the recognized U.S.

leader in DNA barcoding, the Smithsonian must increase its capacity in research and training. These funds are heavily leveraged by private support and collaboration with other Government agencies and international science funding agencies.

- ***Encyclopedia of Life* (+ \$1,000,000, + 6 FTEs)** — This request supports the *Encyclopedia of Life* (EOL), an online compendium of information about the world's known species. The first phase of this initiative was developed with support from the MacArthur and Sloan Foundations. The EOL incorporates the Biodiversity Heritage Library, a consortium of 10 of the world's largest natural history libraries which are digitizing their biodiversity print holdings. Sustaining this infrastructure will support linking taxonomy to numerous issues of direct and commercial relevance to society, including water quality, forensics, diseases, and food quality. In addition, the EOL will provide information that can be used by another major science initiative, the SIGEO, and, therefore, can contribute to better understanding larger-scale concerns such as the effects of climate change.

### ***Valuing World Cultures***

Throughout its history, the Smithsonian has contributed greatly to society's knowledge, understanding, and respect for the evolution of humanity and the diversity of the world's cultures. Building upon this strong foundation, the Institution will unite our museum and research center directors and other key scholars around an agenda focused on cross-cultural scholarship in our exhibits and educational programming. The Institution's collections, from the ancient to the contemporary, will be used to fully represent and understand the breadth of cultural creativity and diversity in our world.

This request funds research in history, art, and culture that encourages the study, appreciation, and preservation of the world's cultural heritage. Particular emphasis will be given to researching those collections and forms of cultural heritage that are endangered, and, if not preserved, would result in a loss of knowledge to humankind.

- **World Cultures — Center (+ \$500,000, + 3 FTEs)** — Globalization has brought peoples and cultures of different backgrounds around the world closer together, heightening the need for greater mutual understanding, appreciation, and communication. The United States is increasingly pursuing a policy of "soft" diplomacy — engaging people around the world through cultural exchanges and partnerships — in an effort to exert worldwide influence and promote human rights and democratic values, a major cornerstone of which is respect for the diversity of people and

cultures. Leaders of museums and cultural institutions around the world look to the United States, and particularly the Smithsonian, for expertise and aid in preserving their own, often endangered, cultural heritage.

The proposed funding (\$500,000 and 3 FTEs) will enable the Smithsonian to hire specialists in such fields as manuscript preservation, materials science, and site preservation to study cultures around the world, with particular emphasis on African, Asian, and Latin American studies. These specialists will use the Smithsonian's rich holdings to enhance our understanding of international cultures, and will use the Institution's expertise in preservation technology to promulgate knowledge, provide consultation, and deliver professional training throughout the world.

### ***Understanding the American Experience***

At present, the Smithsonian advances and synthesizes knowledge that contributes to understanding the American experience, particularly with regard to its history, art, and culture, as well as its connections to other countries and regions. Looking ahead, the Smithsonian will foster a pan-Institutional approach to understanding the American experience; one that encourages interdisciplinary project teams, documents the historic and ongoing accomplishments and creativity of the American people, and instills a greater understanding of the American experience.

Research will continue the Institution's exploration of American history and the development of its contemporary culture. Particular attention will be focused upon fully representing the diversity of the American people and examining how historical experiences and forms of artistic expression have defined various communities, forged a national culture, and connected Americans to peoples around the globe.

- **American Experience — Center (+ \$1,000,000, + 6 FTEs)** — The requested funds would allow the Smithsonian to better document, interpret, and present the rich and diverse cultures that have forged a national heritage that is uniquely American — a major focus of the Smithsonian Strategic Plan. Smithsonian research activities in history, art, and culture have not kept pace with the demographic changes in the United States, as well as with the increasing knowledge of the varied accomplishments, achievements, and stories of diverse communities, which both historically and today form the fabric of American society.

The proposed funding (\$1,000,000 and 6 FTEs) will enable the Smithsonian to hire new curators specializing in Latino and Asian American history, and to study the political, social, scientific, technological, and artistic heritage of the United States, which has been created by the global influences of diverse cultures worldwide.

To meet these Grand Challenges, the Smithsonian has set clear strategic goals in the areas of Broadening Access to Institution resources; Revitalizing Education initiatives; Strengthening Collections; and Mission Enabling to advance the “increase and diffusion of knowledge.” These goals will be achieved as follows:

## BROADENING ACCESS

- **Digitizing Collections (+ \$1,000,000, + 4 FTEs)** — In FY 2009, the Institution established a Digital Asset Management System (DAMS) support branch to develop the Smithsonian’s pilot DAMS into a full-enterprise production system with mature processes and production-quality data. An increase of 4 FTEs and \$1,000,000 will be used to increase storage in the DAMS to support a greatly expanded number of digital assets contained in the system, include audio and video assets, and provide the level of operational support and maintenance required for an Institution-wide system managing these critical assets.
- **Collections Accessibility (+ \$500,000, + 3 FTEs)** — An increase of 3 FTEs and \$500,000 will enhance the use of Web and new media technologies to expand availability of the Institution’s digitized collections. These funds will support and enhance digitization initiatives to capture the imagination of young and underserved audiences. The increase will also support customization of the Institution’s SharePoint environment to integrate the Smithsonian’s search capabilities with other institutional application systems. SharePoint solutions will enable virtual collaboration with external museums, research centers, and educators.
- **Latino Programs (+ \$100,000)** — An increase is also requested for the Smithsonian Latino Initiatives Pool (\$100,000). This pool, established in FY 1996 in response to a 1994 benchmark report, *Willful Neglect: The Smithsonian Institution and U.S. Latinos*, has not been substantively increased from its initial \$1 million level. Yet, during that time, the Latino population has grown from 26 million to more than 45 million today, and the varied Latino artifacts, artworks, and other forms of cultural expression have multiplied exponentially. These funds would support

programming, exhibitions, outreach, and collections activities to help the Smithsonian better represent and engage this community.

## STRENGTHENING COLLECTIONS

- **Collections Care (+ \$2,450,000, + 7 FTEs)** — This request provides essential resources to meet professional standards of collections care and address the highest priority collections management needs throughout the Institution. It will enable the Institution to provide better access to the National Collections, as well as to secure the improved storage, conservation, and the preservation resources needed to ensure their longevity and availability.

The specific increases requested for collections care are as follows:

- **Collections Care and Preservation Fund (+ \$1,200,000)** — This request provides resources for the Smithsonian to implement an Institution-wide collections assessment program, address the Smithsonian Inspector General's collections-related audit recommendations, and improve the preservation and storage of collections currently at risk of loss or damage. The funding increase will improve collections care, mitigate collections deterioration, and strategically address Institution-wide critical collections care needs by:
  - implementing an Institution-wide collections assessment program that guides long-term strategic plans for Strengthening Collections based on the resulting data
  - stabilizing, rehousing, and inventorying specific collections at risk
  - providing funds to continue purchasing compact storage units and replacing substandard cabinetry, such as the purchase of museum-quality storage for the National Air and Space Museum's small/medium-sized object collections and archives at the Udvar-Hazy Center
  - providing funds to continue to conduct collections-level assessments and surveys
- **Natural History Collections Program (+ \$750,000, + 5 FTEs)** — This request provides the NMNH with funds to address specific collections care deficiencies identified through the Museum's collections assessment, and improve the preservation, storage, and accessibility of the collections. This increase will enable NMNH to replace substandard storage cabinetry that is currently detrimental and hazardous to their collections; digitize original handwritten collection ledgers, increasing their accessibility for scholarly use; and create electronic catalogue

records and specimen images for important insect, animal, and plant specimens.

- **National Zoo (+ \$500,000, + 2 FTEs)** — This request provides resources to support the welfare and care of the animal collection. Excellence in animal care is paramount for maintaining the Zoo's accreditation by the Association of Zoos and Aquariums (AZA), as well as for maintaining compliance with the Animal Welfare Act. An extensive animal care staffing audit revealed that the NZP has a shortfall of animal keepers. The requested increase of \$155,000 for two animal keepers and \$345,000 for animal food, animal medicine, and enrichment supplies and pest management supplies will assist in reducing this gap.

## MISSION ENABLING

- **Security/Anti-Terrorism (+ \$700,000)** — This request supports an initiative that will begin in FY 2010 to establish a more cost-effective security staffing mix that can immediately respond to the Institution's needs and requirements and ensure a high level of security and customer service. This staffing strategy will ensure an Institution-wide increase in security staffing, improve the retention of security officers, and attract more suitable candidates for security officer positions. For FY 2011, the Institution requests \$500,000 to support this initiative and \$200,000 is requested to support the increased costs for background investigations for employees occupying moderate-risk positions at the Smithsonian.
- **Improving Internal Controls (+ \$620,000, + 4 FTEs)** — This request provides funds to strengthen the Institution's governance and financial internal controls as recommended by the Independent Review Committee (IRC). Funding the additional positions will support the elimination of internal control deficiencies that were identified by the IRC, as reflected in the Regents' governance reform recommendations, and validated by a consultant-supported assessment that highlighted critical weaknesses. The positions will support the development and conduct of specific control activities in the Office of Contracting and Personal Property Management (3 FTEs), and in the Office of the Comptroller (1 FTE).
- **Facilities Maintenance (-\$750,000)** — This request includes an adjustment to Facilities Maintenance in FY 2011 to support other priority Institution goals. The Facilities Maintenance Program is funded at the same level in FY 2011 as FY 2010. Given the planned pay raise, there will be a small reduction in actual maintenance work performed.

## BUYOUT PROGRAM

**Buyout Savings (-\$3,700,000)** — The Smithsonian implemented an Institution-wide “buyout” as part of its efforts to restructure the workforce in accordance with the Institution’s Strategic Plan, and to help fill the anticipated gap in funding for salaries and benefits and other non-discretionary expenses. By taking this action, the Institution will reshape the workforce to meet current and future programming needs, and hire employees with the skills necessary to fill the most critical positions. The unit amounts in the table below were computed based on rehiring replacement employees at two grades lower than the employee who took the buyout.

Line Item	Buyout Savings
National Air and Space Museum	-254
Smithsonian Astrophysical Observatory	-104
National Museum of Natural History	-411
National Zoological Park	-191
Smithsonian Environmental Research Center	-28
Smithsonian Tropical Research Institute	-6
Arthur M. Sackler Gallery/Freer Gallery of Art	-37
Cooper-Hewitt, National Design Museum	-55
Hirshhorn Museum and Sculpture Garden	-95
National Museum of African Art	-75
National Museum of American History, Behring Center	-393
National Museum of the American Indian	-38
National Portrait Gallery	-79
Smithsonian American Art Museum	-54
Outreach	-126
Smithsonian Institution Libraries	-107
Office of Chief Information Officer	-67
Administration	-104
Inspector General	-115
Facilities Maintenance	-650
Facilities Operations, Security, and Support	-711
<b>Total BUYOUT Savings</b>	<b>-3,700</b>

**NO-YEAR FUNDING** — The following table provides the FY 2010 and FY 2011 Salaries and Expenses request for No-Year funding.

**No-Year Funding Request**  
(Dollars in Thousands)

<b>Salaries and Expenses</b>	<b>FY 2010 Appropriation</b>	<b>FY 2011 Request</b>
<b>No-Year Funds</b>		
National Museum of African American History and Culture	12,894	13,568
National Museum of Natural History:		
Exhibition Reinstallation	1,000	1,000
Repatriation Program	1,669	1,707
Major Scientific Instrumentation	3,822	3,822
Collections Acquisition	459	459
<b>Total, No-Year</b>	<b>\$19,844</b>	<b>\$20,556</b>

**OBJECT CLASS** — The following table provides an object class breakout of resources for the Salaries and Expenses account.

**Object Class Request**  
(Dollars in Millions)

<b>Salaries and Expenses</b>	<b>FY 2010 Appropriation</b>	<b>FY 2011 Request</b>
Salaries and Benefits	402	421
Travel and Transportation	5	5
Rent, Utilities, Communications, and Other	97	97
Other Services	91	95
Supplies and Materials	20	21
Equipment	21	22
<b>Total</b>	<b>\$636</b>	<b>\$661</b>

## **FEDERAL RESOURCE SUMMARY BY PERFORMANCE OBJECTIVE AND PROGRAM CATEGORY**

The Smithsonian has developed its FY 2011 budget request by reviewing all resources, both base amounts and identified increases or decreases, in relation to the Institution's performance plan. In the sections that follow, detailed justifications are provided for all funding and FTEs by the Institution's strategic goals and by performance objectives under each goal.

The Institution's program performance goals and objectives were aligned with the program categories used in the federal budget and the Institution's financial accounting system. This enables the Institution to more clearly demonstrate the relationship between dollars budgeted and results achieved.

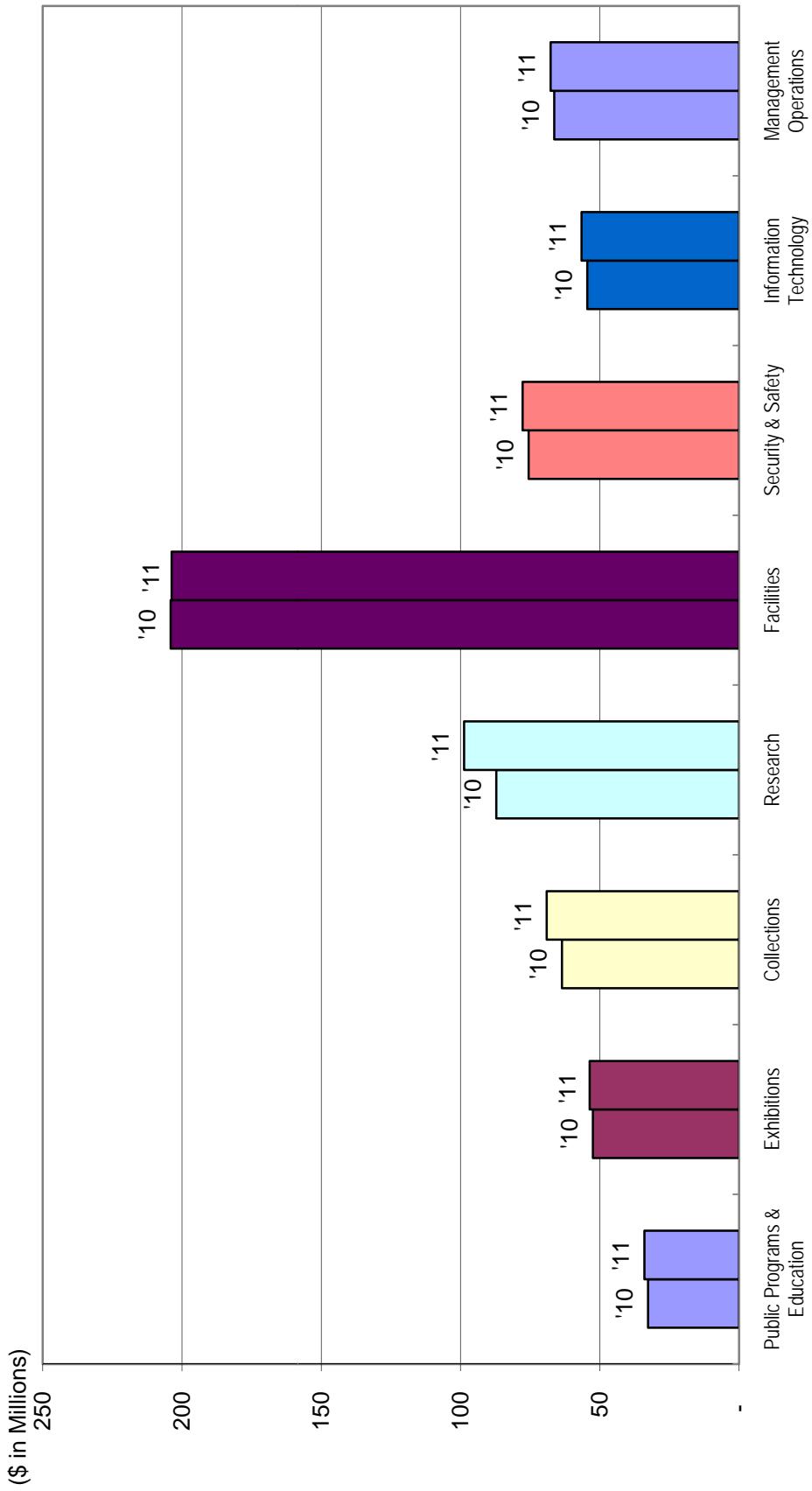
The following table summarizes the Institution's FY 2010 and FY 2011 estimates and the proposed changes by strategic goal, performance objective, and program category.

**Federal Resource Summary by Performance Objective and Program Category**  
 (\$ in Thousands)

Performance Objective/ Program Category	FY 2010		FY 2011		Change	
	FTEs	\$000	FTEs	\$000	FTEs	\$000
<b>Excellent Research</b>						
Engage in research and discovery	464	69,216	494	78,837	30	9,621
Ensure the advancement of knowledge in the humanities	139	17,900	148	19,850	9	1,950
<b>Broadening Access</b>						
<i>Digitization and Web Support</i>						
Provide improved digitization and Web support	52	7,083	61	9,239	9	2,156
<i>Public Programs</i>						
Provide reference services and information	135	14,956	136	15,316	1	360
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	439	52,460	441	53,607	2	1,147
<b>Revitalizing Education</b>						
Engage and inspire diverse audiences	165	17,707	169	18,649	4	942
<b>Strengthening Collections</b>						
Improve the stewardship of the national collections	470	56,491	476	59,784	6	3,293
<b>Mission Enabling</b>						
<i>Facilities</i>						
Improve the overall cleanliness and efficient operation of Smithsonian facilities	626	131,941	626	131,254	0	-687
Implement an aggressive and professional maintenance program	397	70,443	397	70,392	0	-51
Execute an aggressive, long-range revitalization program and limited construction of new facilities	1	1,641	1	2,059	0	418
<i>Security and Safety</i>						
Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers	740	67,796	740	69,821	0	2,025
Provide a safe and healthy environment	50	7,712	50	7,863	0	151
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	154	54,490	153	56,532	-1	2,042
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	188	22,882	185	23,140	-3	258
Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse	101	15,383	102	15,752	1	369
Modernize the Institution's financial management and accounting operations	115	15,656	118	16,492	3	836
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	40	4,602	32	3,821	-8	-781
Modernize and streamline the Institution's acquisitions management operations	47	5,869	50	6,436	3	567
<b>Financial Strength</b>						
Secure the financial resources needed to carry out the Institution's mission	10	1,933	10	2,006	0	73
<b>TOTAL</b>	<b>4,333</b>	<b>636,161</b>	<b>4,389</b>	<b>660,850</b>	<b>56</b>	<b>24,689</b>

# Smithsonian Federal Budget

## Salaries and Expenses Summary by Program



FY 2010 = Appropriation

FY 2011 = Request to Congress



## GRAND CHALLENGES AND INTERDISCIPLINARY CENTERS

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2009 ACTUAL	0	0	0	0	0	0	0	0
FY 2010 ESTIMATE	5 *	1,250 *	0	0	0	0	0	0
FY 2011 ESTIMATE	32	9,000	0	0	0	0	0	0

### STRATEGIC GOAL: EXCELLENT RESEARCH

#### Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2010		FY 2011		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Excellent Research</b>						
<i>Research</i>						
Engage in research and discovery	5 *	1,250 *	23	7,500	23	7,500
Ensure the advancement of knowledge in the humanities	0	0	9	1,500	9	1,500
<b>Total</b>	<b>5 *</b>	<b>1,250 *</b>	<b>32</b>	<b>9,000</b>	<b>32</b>	<b>9,000</b>

\*The FTEs and funds for the SI Global Earth Observatories are included in the Smithsonian Tropical Research Institute's budget line-item in FY 2010.

### BACKGROUND AND CONTEXT

The Smithsonian's Strategic Plan for 2010–2015 articulates four Grand Challenges that provide an overarching strategic framework for Smithsonian programs and operations. Meeting them will enable the Institution to integrate the work of many disciplines within the Smithsonian museums and research centers, as well as broaden their external collaborations. The challenges are grounded in research and emphasize complementary education and outreach programs; together, they will influence how the Smithsonian directs its resources and focuses its energies. The Smithsonian will use the Grand Challenges to present the high-level view in this budget; the funds will be distributed through the emerging centers, and most of the actual expenditures will be made by the existing units.

To leverage the scholarship and experience that reside in each field of knowledge, the Smithsonian is creating interdisciplinary centers around each of the four Grand Challenges. These centers, which can be virtual as well as

the four Grand Challenges. These centers, which can be virtual as well as physical, will spark innovative research and educational programs, as well as broker partnerships. In addition, the Smithsonian will fortify existing external relationships and forge new ones as potential collaborators emerge in priority areas. These centers are not new programmatic units, but will work through existing museums and research centers to facilitate innovative scholarship and outreach.

The four Grand Challenges are:

- *Unlocking the Mysteries of the Universe*
- *Understanding and Sustaining a Biodiverse Planet*
- *Valuing World Cultures*
- *Understanding the American Experience*

## FY 2011 REQUEST — EXPLANATION OF CHANGE

The specific increases for the Grand Challenges Centers (**\$9,000,000, 32 FTEs**) are as follows:

### ***Universe — Center (+ \$500,000, + 1 FTE)***

The Smithsonian has played a lead role in understanding the fundamental nature of the universe, dark matter, galaxy formation, and extreme explosive phenomena in the universe, and the Institution is a principal contributor to the development of the world's largest next-generation telescope. Now the Smithsonian will focus on applying the integrative research of its scientists to today's big questions regarding the origin and evolution of the Earth, planets, stars, galaxies, and the universe, thereby harnessing the collaborative energy of scientists, scholars, and cultural experts.

This budget request includes an increase of \$500,000 and 1 FTE to conduct research through the "Universe theme" interdisciplinary center, using the Smithsonian's world-class collections and scholarly resources. Areas of specific focus will be the study of the origin and evolution of the Earth and solar system; the effects of geologic and meteoric phenomena on Earth's atmosphere and biosphere; research into the discovery and characterization of exo-planets in the habitable zone; research using our rich collections, including the national meteorite collection; and research into the next generation of ground- and space-based astronomical telescope mirrors and instrumentation that will enable the next generation of breakthrough research.

### ***Biodiversity — Center (+ \$7,000,000, + 22 FTEs)***

The requested increase supports the Strategic Plan theme for integrative research on science-based means to ensure the coexistence of society and biodiversity, and to answer the questions "What is the fundamental biology of

species and their distribution across space and time?" and "How do natural ecosystems function, and what services do they provide?" by supporting complementary programs of research and infrastructure.

- **Biodiversity — Research (+ \$2,000,000, + 4 FTEs)** — This request includes an increase of \$2,000,000 for research that will be conducted through the "biodiversity theme" interdisciplinary center, using the Smithsonian's world-class collections, field stations, and scholarly resources. Research will focus on applying Smithsonian resources to the questions in the Institution's Strategic Plan, namely: (a) how biologically diverse is the Earth, and how does this diversity change across geography and through time?; (b) what does the planet's history teach us about the impacts of environmental change on the evolution and extinction of species?; (c) how do we better understand the life-sustaining services of ecosystems, and best sustain their contributions to human well-being?; (d) how do we secure the survival and recovery of ecosystems, habitats, and species; and (e) how can science better forecast environmental change?
- **Biodiversity — Climate Change (+ \$4,000,000, + 12 FTEs)** — Smithsonian climate change-related research provides baseline data, measurements, and monitoring of change to the biosphere and atmosphere and tests new methods for data collection and analysis. These funds will support *in-situ* observing and monitoring capabilities of climate to ensure a long-term, high-quality, and high-resolution record of our climate's natural variability and change; improve our understanding of the natural and human-induced forces of change and the interactions among the physical, chemical, geological, and biological components of the Earth; as well as increase the accuracy of models and projections of future conditions at finer spatial scales. Within this request, \$2 million is focused on forests through the expansion and sustainment of the Smithsonian Institution Global Earth Observatories (SIGEO) network, \$1 million is focused on marine environments, and \$1 million on other United States Global Change Research Program (USGCRP) priorities.
  - **Smithsonian Institution Global Earth Observatories (SIGEO) (+ \$2,000,000, + 8 FTEs)** — This request supports expansion of the Smithsonian's global network of forest plots and their integration into a system of Global Earth Observatories — SIGEO. SIGEO provides long-term scientific data about biodiversity, ecological, hydrological, soil, and meteorological processes associated with climate change at local spatial scales and comparatively at regional and global scales. This research platform enables Smithsonian scientists and their university and federal agency partners to better understand the storage and movement of carbon and water in tropical and temperate forests, as well as the impacts of climate change on the relationships of forests with

wildlife, the atmosphere and sources of fresh water. SIGEO data improve forest change models and projections, and will better inform worldwide policy decisions related to carbon budgets, nutrient cycling, hydrology, and biodiversity. The network leverages and adds to related Government efforts coordinated through the United States Group on Earth Observations' interagency process (<http://usgeo.gov>) and the USGCRP (<http://globalchange.gov>). Increasing the SIGEO budget will stabilize long-term monitoring that extends back in time three decades, permit highly quantitative analysis of trees and carbon on individual forest plots and across the global network, promote further implementation of arthropod, vertebrate, soil, hydrology, and remote-sensing programs, and improve data quality and access.

- **SIGEO-Marine Network Development (+ \$1,000,000, + 2 FTEs)** — This request supports development of a marine analog to SIGEO — a global array of biodiversity assessment sites using standardized and minimally invasive techniques, focusing on coastal marine environments, especially coral reefs and coastal wetlands, both highly vulnerable to climate change. This network will enable new understanding of the dynamics of marine and coastal environments, and create a system that will develop region-specific and globally comparative models. It will allow Smithsonian researchers to estimate biodiversity and ecosystem vulnerability to climate and ecosystem changes more effectively, and increase scientific understanding of biodiversity richness and community structures. This network will build on the Institution's marine expertise; our network of marine field stations; our history of integrated marine research funded by our Marine Science Network; our holdings of the world's most extensive marine biological collections; our collaborations with the National Oceanic and Atmospheric Administration, the U.S. Coast Guard, and many public and private organizations throughout the world; and the Smithsonian's outreach mechanisms, including the Sant Ocean Hall.
- **Mobilizing and analyzing data (+ \$1,000,000, + 2 FTEs)** — This request accelerates collection of key scientific data on the occurrence of species, as well as their environmental context, for use by Smithsonian scientists and the national and international community. These data are not currently available in digital form (i.e., the information is only stored in paper files or specimen labels) or are not currently available in formats that support community access. This work involves digitization, quality control, and analysis of (a) species occurrence data for taxonomy that is used for climate change sensitivity and "one health" analyses

(amphibians, birds, butterflies, disease vectors, parasites) from museum specimens and field records; (b) long-term monitoring data, especially from Smithsonian-managed field stations; and (c) remote-sensing data that are not available from other sources.

- **Biodiversity — DNA Barcoding (+ \$1,000,000, + 6 FTEs)** — This request recognizes the importance of “horizontal genomics” and cybertaxonomy as 21st century innovations for taxonomy and biodiversity studies. DNA barcoding is a technique for characterizing species of organisms using a short DNA sequence. The Smithsonian is the recognized U.S. leader in this new and rapidly expanding field. The request will enable the Smithsonian to expand its capacity for barcoding, accelerate production of barcode data in high-priority taxonomic groups and applied projects, offer training to young researchers, and build the publicly available database. These investments will help the Smithsonian and the United States maintain our leadership in this technology. These funds support the work of the other biodiversity and climate change requests in this budget, and are heavily leveraged by private support (such as private foundation support to the Consortium for the Barcode of Life), collaboration with other Government agencies (such as the FDA, FAA, and NIH), and international science funding agencies (such as the International Barcode of Life challenge grant of \$50 million from Canada, especially Genome Canada).
- **Biodiversity — *Encyclopedia of Life (EOL)*** — *EOL* resources (\$1,000,000) are justified in the National Museum of Natural History’s budget narrative.

#### ***World Cultures — Center (+ \$500,000, + 3 FTEs)***

The proposed funding (\$500,000 and 3 FTEs) will enable the Smithsonian to begin addressing the goals outlined in its Strategic Plan. With this funding, the Smithsonian can hire specialists in manuscript preservation, materials science, and site preservation to study cultures around the world, with particular emphasis on African, Asian, and Latin American studies. These specialists will use the Smithsonian’s rich holdings to enhance our understanding of international cultures, and will use the Institution’s expertise in preservation technology to promulgate knowledge, provide consultation, and deliver professional training throughout the world.

Additionally, the development of an Institution-wide center for world cultures will enable the Smithsonian to define and implement a research agenda for cross-cultural scholarship and exchanges. In particular, the additional staffing and funding will encourage engagement with cultural organizations and scholars around the world. For example, with additional resources, we will be able to increase collaborations with Federal agencies and national and international organizations. These funds will enable the Institution to increase the number of

exhibitions, symposia, publications, and online offerings, using the Internet and sophisticated technology to reach broad audiences around the world.

Another benefit of the funding will be the opportunity for specialists to increase the breadth and depth of the Smithsonian's international collections. The Institution will develop collections plans to determine underrepresented areas in its holdings and work to address those gaps through strategic new acquisitions. Particular emphasis will be placed on collecting in areas where cultural heritage is endangered and, if not preserved, would result in a loss of knowledge to humankind. Our efforts may range from preserving artifacts, such as manuscripts in Timbuktu, to documenting archaeological sites, such as the Indus Valley in Pakistan, to documenting the dying languages of the indigenous peoples of Africa, the Pacific, and the Americas.

#### ***American Experience – Center (+ \$1,000,000, + 6 FTEs)***

The proposed funding (\$1,000,000 and 6 FTEs) will enable the Smithsonian to begin to address the goals outlined in its Strategic Plan. With funding, the Smithsonian can hire specialists who will document, interpret, and present the rich and diverse cultures that make up our national heritage. New curators specializing in Latino and Asian American history will study the political, social, scientific, technological, and artistic heritage of the United States, which has been created by the global influences of diverse cultures.

Additionally, the development of a pan-Institutional center for Understanding the American Experience will enable the Smithsonian to support and coordinate efforts across Smithsonian museums and research centers; encourage interdisciplinary teams; foster partnerships with other scholarly organizations; develop new strategies for disseminating research results; and develop new sources of research funding. With these enhanced capabilities, the Smithsonian can develop a comprehensive approach to major research questions, creating exhibits, symposia, publications, and on-line offerings on such topics as The Civil War and Civil Rights, Immigration and Migration, American Landscapes, and American Democracy.

These funds will also enable the Smithsonian to undertake important new collection initiatives that will capture the growing diversity and inclusivity of the American experience — in addition to artifacts, we will also document our diverse culture with oral histories, biographies, archives, recordings, and visual representations, including photographs. We can also develop the Smithsonian's collections to capture the evanescent elements of cultural heritage, such as performances and craft traditions. Finally, the Institution will use this funding to develop collections plans to determine underrepresented areas in our holdings, address those gaps through strategic acquisitions, and collect actively to document the historic and ongoing accomplishments of the American people.

## **Introduction, *Unlocking the Mysteries of the Universe***

The Smithsonian will continue to lead in the quest to understand the fundamental nature of the cosmos, using next-generation technologies to explore our own solar system, meteorites, the Earth's geological past and present, and the paleontological record of our planet.

**RESEARCH Goal:** The Smithsonian will continue to advance knowledge at the forefront of understanding the universe and the solid Earth.

**ACCESS Goal:** Inspire people to probe the mysteries of the universe and planetary systems.

UNITS primarily associated with this Grand Challenge:

- **National Air and Space Museum**
- **Smithsonian Astrophysical Observatory**
- **Major Scientific Instrumentation**

## NATIONAL AIR AND SPACE MUSEUM

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2009 ACTUAL	166	17,951	36	5,338	21	3,719	5	1,206
FY 2010 ESTIMATE	174	18,259	37	5,605	27	3,904	6	1,958
FY 2011 ESTIMATE	174	18,603	37	5,605	27	3,904	6	1,958

**STRATEGIC GOALS: EXCELLENT RESEARCH; BROADENING ACCESS; REVITALIZING EDUCATION; STRENGTHENING COLLECTIONS; AND MISSION ENABLING**

**Federal Resource Summary by Performance Objective and Program Category**

Performance Objective/ Program Category	FY 2010		FY 2011		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Excellent Research</b>						
<i>Research</i>						
Engage in research and discovery	4	1,303	4	1,311	0	8
Ensure the advancement of knowledge in the humanities	25	3,107	25	3,110	0	3
<b>Broadening Access</b>						
<i>Public Programs</i>						
Provide reference services and information	7	904	7	932	0	28
<b>Exhibitions</b>						
Offer compelling, first-class exhibitions	45	5,560	45	5,589	0	29
<b>Revitalizing Education</b>						
<i>Education</i>						
Engage and inspire diverse audiences	12	1,292	12	1,316	0	24
<b>Strengthening Collections</b>						
<i>Collections</i>						
Improve the stewardship of the national collections	53	2,609	53	2,771	0	162
<b>Mission Enabling</b>						
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	9	1,043	9	1,093	0	50
<b>Management Operations</b>						
Strengthen an institutional culture that is customer centered and results oriented	19	2,441	19	2,481	0	40
<b>TOTAL</b>	<b>174</b>	<b>18,259</b>	<b>174</b>	<b>18,603</b>	<b>0</b>	<b>344</b>

## **BACKGROUND AND CONTEXT**

The mission of the National Air and Space Museum (NASM) is to commemorate the national development of aviation and space flight, and educate and inspire the nation by:

- preserving and displaying aeronautical and space-flight equipment and data of historical interest and significance to the progress of aviation and space flight;
- developing educational materials and conducting programs to increase the public's understanding of, and involvement in, the development of aviation and space flight; and
- conducting and disseminating new research in the study of aviation and space flight and their related technologies.

NASM is administered as one Museum with multiple locations: the National Mall building; the Udvar-Hazy Center; and the Garber Facility. NASM provides access to the nation's aviation and space-flight history to an average of 6–8 million on-site visitors from around the world per year, making it one of the most visited museums in the world. In addition, NASM draws tens of millions of virtual visitors to its website and broadcast and webcast educational programming.

In FY 2011, NASM will collect and preserve the nation's aviation and space heritage, perform the necessary research for exhibits and the increase of knowledge about the solar system, and enhance educational programs, using a mixture of in-house and volunteer resources to convey excitement and information to a diverse audience.

For FY 2011, the budget estimate includes a net increase of \$344,000. This includes an increase of \$598,000 for necessary pay for existing staff funded under this line item, and an adjustment of (-\$254,000) due to the FY 2010 Buyout process.

## **MEANS AND STRATEGY**

*Public Engagement* — NASM reaches a diverse audience through static and dynamic exhibits on site, through outreach efforts at local and national schools and organizations, and through professional activities concerning the history of aviation, space flight, and the planetary sciences. To perform these activities, NASM relies on staff as well as more than 750 volunteers. In the National Mall building and Udvar-Hazy Center, docents offer thousands of tours annually, and education volunteers provide on-the-floor educational demonstrations.

The National Mall building's recently renovated, highly interactive and popular *How Things Fly* Gallery and Explainers Program served almost 100,000 visitors last year, with regularly scheduled theater demonstrations of the principles of flight. NASM also hosts 10–12 "Family Day" events and related programs during the year, which are tied to specific themes. Recent Family Days included the Heritage Series celebrating America's diverse cultural heritage, "Air and Scare" for Halloween, Kite Day in March, and a Fly-in during June. In May, the Museum conducts the national "Space Day" commemoration in collaboration with the National Aeronautics and Space Administration (NASA) and Lockheed Martin Corporation. On this day, students and teachers around the country are able to connect to a live broadcast made available to more than 38,000 schools and more than 8.5 million students and educators throughout the nation.

In FY 2011, NASM will continue to inspire and educate audiences through renewed exhibits at the National Mall building and the Udvar-Hazy Center. According to audience assessments, the element that audiences would most like to see is interactive exhibits based on NASM's collections. This mode of audience engagement is well represented in the National Mall building's *How Things Fly* Gallery and on-the-floor Discovery Stations. During FY 2010, NASM will install air- and spacecraft in the Udvar-Hazy Center, rotate objects on exhibit, and upgrade galleries to reflect current trends in aviation and space flight. In FY 2010, NASM will continue to expand its integrated website and on-site visitor information. This feature enables visitors to plan their visit on the Web, and to customize their Museum experience — from pre-visit planning, to on-site Museum tours, to post-visit learning.

In November 2009, *Moving Beyond Earth*, Stage 1, opened to the public, and work will continue on Stage 2 throughout 2010. In March 2010, *Mars Revealed*, a new exhibit focusing on recent missions to Mars, will be installed in *Exploring the Planets*. In August 2010, NASM will open the first stage of *Pioneers of Flight*, a major exhibition in one of the Museum's original galleries. The second stage of *Pioneers of Flight* will open in early FY 2011. *Painted Apollo, the Art of Alan Bean*, will close to the public in January 2010 after a successful six-month run in NASM's Flight and the Arts Gallery. It will be replaced in 2010 with *Beyond: the Photographs of Michael Benson*. An observatory and telescope were installed on the Museum's southeast terrace in November 2009, and related educational programming will continue throughout 2010 in celebration of the International Year of Astronomy. Preparations continue for the move of the Preservation, Restoration, and Storage Unit from the Paul E. Garber Facility in Suitland, Maryland, to a brand new restoration hangar, currently under construction with private funds next to the Steven F. Udvar-Hazy Center, in

Virginia. Two new IMAX films will open in 2010: *Legends of the Sky* and *Hubble 3D*.

*Collections* — To improve the stewardship of the national collections, NASM will continue to raise funds for Phase Two of the Udvar-Hazy Center, which will be comprised of the conservation and restoration hangars and collections storage buildings. When complete, the high level of craftsmanship shown in the NASM restoration program will be matched by world-class facilities that can handle the various types of objects and materials that the Museum manages. NASM will continue its loan program of more than 1,300 aviation and space artifacts, including some of the most sought-after artifacts of the last century: space suits and lunar spacecraft. In order to make information on the collection available to the public, NASM will continue to migrate collections information to a publicly accessible website. The curatorial databases contain extensive information on the history and provenance of each artifact, and the best way to offer more of this in-depth information to the public is through electronic means. NASM's electronic resources allow more people access to the Museum's archival collections, with a resulting increase in archival information requests by the public.

*Scientific Research* — To achieve the goal of Excellent Research, NASM's Center for Earth and Planetary Studies conducts basic research related to planetary exploration, with an emphasis on Mars and the moon, and curates galleries and public offerings in the space sciences. NASM scientists continue to work as members of the science teams for the Mars Exploration Rover, Mars Express, Mars Reconnaissance Orbiter, Lunar Reconnaissance Orbiter, and MESSENGER missions. NASM scientists work with the data from these and other missions to solar system bodies, and seek to convey this exciting information to the public. NASM plans to apply for a grant to lead a \$400 million Mars Radar Mission. In FY 2010, basic research will concentrate on National Research Council and NASA priorities of determining the origin of solar system bodies and habitable planets, with an emphasis on understanding the past climate of Mars and publishing the results of this research in the scientific literature.

*Historical Research* — NASM will continue to lead in the field of flight history by publishing books and papers on the history of aerospace technology, aviation, aerodynamics, space flight, and space sciences. Based on their research and expertise, the curatorial staff will continue to evaluate potential acquisitions for the national collection and respond to numerous public inquiries. NASM will also continue to upgrade exhibits dealing with aviation and space flight, thereby ensuring that current materials are available to the public.

*Management* — To achieve the goal of Mission Enabling, NASM has developed a single infrastructure to support the National Mall building, the Udvar-Hazy Center, and the Garber Facility. NASM relies on contracted facilities management, information technology, security, and parking for the Udvar-Hazy Center. NASM has found its contractor solution to be a workable alternative for operating a remote site where central Smithsonian support services are unavailable.

**NONAPPROPRIATED RESOURCES** — General trust funds support research, education, exhibitions, and fund raising, including salaries and benefits. Donor/sponsor-designated funds support costs related to specific programs and projects. Fund raising is under way for Phase Two of the Steven F. Udvar-Hazy Center, as well as future galleries. Government grants and contracts support research and other scientific activities.

# SMITHSONIAN ASTROPHYSICAL OBSERVATORY

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/Sponsor-Designated		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2009 ACTUAL	106	24,335	4	1,956	12	3,248	328	95,633
FY 2010 ESTIMATE	113	24,323	4	1,837	10	1,988	341	93,971
FY 2011 ESTIMATE	113	24,759	4	1,837	10	1,988	341	93,971

## STRATEGIC GOALS: EXCELLENT RESEARCH; BROADENING ACCESS; AND MISSION ENABLING

### Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2010		FY 2011		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Excellent Research</b>						
<i>Research</i>						
Engage in research and discovery	104	22,333	104	22,729	0	396
<b>Broadening Access</b>						
<i>Public Programs</i>						
Provide reference services and information	4	550	4	560	0	10
<b>Mission Enabling</b>						
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	0	540	0	550	0	10
<b>Management Operations</b>						
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	5	900	5	920	0	20
<b>Total</b>	<b>113</b>	<b>24,323</b>	<b>113</b>	<b>24,759</b>	<b>0</b>	<b>436</b>

### BACKGROUND AND CONTEXT

The mission of the Smithsonian Astrophysical Observatory (SAO) is to advance the public's knowledge and understanding of the universe through research and education in astronomy and astrophysics. The secondary mission is to be of service to the national and international astronomical communities, and to society in general, in areas associated with our primary

mission. The Observatory has a strong record of achievement in developing and successfully implementing large, complex, and innovative observational and theoretical research projects. SAO also supports the investigative research carried out by individual researchers and small groups. These varied activities create the distinctively fertile research environment that drives SAO's success.

SAO's work directly supports the first of the Grand Challenges outlined in the Smithsonian's recently released Strategic Plan: Unlocking the Mysteries of the Universe. The goal calls for the Smithsonian to "advance knowledge at the forefront of understanding the universe and solid Earth."

Founded in 1890, SAO is the largest and most diverse astrophysical research institution in the world. SAO has helped develop some of the world's most sophisticated astronomical instruments, with high resolution at wavelengths across the electromagnetic spectrum, to probe the universe. Alone, and in powerful partnerships with the National Science Foundation, the National Aeronautics and Space Administration (NASA), and the Department of Energy, it has pioneered the development of orbiting observatories and large, ground-based telescopes; the application of computers to study astrophysical problems; and the integration of laboratory measurements and theoretical astrophysics. Observational data are gathered at SAO's premier facilities: the Submillimeter Array (SMA) in Hawaii; the 6.5-meter diameter Multiple Mirror Telescope (MMT), the Very Energetic Radiation Imaging Telescope Array System (VERITAS), and related telescopes at the Fred Lawrence Whipple Observatory in Arizona; a broad range of powerful instruments aboard rockets, balloons, and spacecraft (most notably the Chandra X-ray Observatory, the Spitzer Space Telescope, and the Hinode telescope); and locations as diverse as the high plateaus of northern Chile and the Amundsen South Pole Station. Headquartered in Cambridge, Massachusetts, SAO collaborates with the Harvard College Observatory to form the Harvard-Smithsonian Center for Astrophysics.

During the past 50 years, SAO astronomers and their colleagues have made revolutionary discoveries that have changed our fundamental understanding of the universe and our place in it. We have discovered and examined planets in orbits around other stars, watched as new stars are born, and discovered bizarre remnants of dead stars that emit vast quantities of x-rays. We have determined that the universe is 13.7 billion years old, and that it is populated with billions of galaxies, many of which have supermassive black holes at their centers. In addition, we have found convincing evidence that most of the matter in the universe is an unexpected mixture of some unseen "dark matter," with normal matter making up less than four percent of the total; and that the expansion of the universe is

apparently accelerating, driven by a mysterious and invisible “dark energy.” At the same time, SAO astronomers work systematically on the vital basic research that seeks to explain the sun and its x-ray-emitting corona, the nature of the solar system, the abundant elements in our Milky Way Galaxy, the gas and dust between the stars, the formation and evolution of galaxies, and other important questions about the nature of the universe. Today, SAO is taking a lead role in the science of “precision astronomy,” using past discoveries and advanced technologies to produce a coherent story of the cosmos from the Big Bang to life here on Earth.

SAO’s research is unique and world renowned because of the strength and diversity of its observers, theorists, instrument developers, engineers, and laboratory experimentalists, and because SAO emphasizes multiple strategies that draw from the strengths of both small projects and large research centers. Indeed, SAO’s extraordinary research success is partly the result of the rich cross-fertilization that its outstanding scholars bring to each other in a climate that nurtures collaborative excellence.

SAO’s discoveries, and its research leadership, have placed it at the forefront of the cutting-edge facilities for the new generation of astronomers and astrophysicists. SAO’s pre-eminence is underscored by the recognition that its scientists receive from leading scientific organizations. Dr. Margaret Geller received the American Astronomical Society’s highest honor, the Henry Norris Russell Lectureship. She is also the recipient of the National Academy’s James Craig Watson Medal for distinguished contributions to astronomy. Together with its partner, the Harvard College Observatory, SAO is the top choice of graduate- and postdoctoral-level young scientists. One SAO postdoctoral Fellow, Dr. Anna Frebel, recently received the Annie Jump Cannon Award from the American Astronomical Society, an honor given to outstanding women astronomers who are within five years of their Ph.D. These are only three examples of nearly a dozen awards received by SAO staff in 2009 and 2010. Federal support makes this continued leadership possible.

For FY 2011, the budget estimate includes a net increase of \$436,000. This includes an increase of \$540,000 for necessary pay for existing staff funded under this line item, and an adjustment of (-\$104,000) due to the FY 2010 Buyout process.

## **MEANS AND STRATEGY**

To achieve the goal of Excellent Research, SAO scientists will make optimal use of various astronomical facilities to support their research, including the ground-based optical and radio telescopes owned and operated by SAO in Arizona and Hawaii, and space-based telescopes, most notably the

Chandra X-ray Observatory, which is operated by SAO on behalf of NASA. SAO scientists also have research privileges at the two 6.5-meter Magellan telescopes in northern Chile (because of SAO's partnership with the Harvard College Observatory). In addition, SAO scientists and engineers are leading the science operations team and carrying out a vital scientific research program in very high-energy astrophysics at the VERITAS telescope in southern Arizona. These facilities enable SAO scientists to make substantial progress in answering fundamental questions about the origin and nature of the universe, including dark energy and dark matter, as well as questions about the formation and evolution of Earth and similar planets. In addition, SAO scientists will continue their work on future space missions, collaborating with NASA and its research center on missions to study the sun, the x-ray universe, and the outer solar system.

SAO scientists will continue to take a leadership role in astrophysics by participating in or hosting national and international conferences (e.g., the American Astronomical Society, the International Astronomical Union, and the Astronomical Data Analysis Software and Systems conference series), by participating as keynote and/or invited speakers at such meetings, and by serving on a diverse range of astronomical and astrophysical review panels. SAO scientists will also continue to publish in leading peer-reviewed journals such as the *Astrophysical Journal*, the *Astronomical Journal*, and *Astronomy & Astrophysics*. SAO developed and operates the Astrophysics Data System, which is a world leader in the dissemination of scientific literature.

To achieve the goal of Broadening Access, SAO will produce and deliver educational services and products that are rooted in SAO research and that meet the educational needs of SAO's audiences. This sustained outreach effort will give SAO increased publicity and recognition.

The goal of Mission Enabling will be achieved by making SAO's information technology (IT) infrastructure robust, reliable, and secure; maintaining a cooperative environment through communication and activities that underscore SAO's special mission and each staff member's contribution to its success; evaluating management officials and supervisors on their compliance with applicable equal opportunity laws, rules, and regulations, and on the effectiveness of their efforts to achieve a diverse workforce; and facilitating the use of small, minority, women-owned, and other underused businesses in SAO's procurement and business relationships. These management tools support and enhance SAO's scientific and educational missions.

**NONAPPROPRIATED RESOURCES** — General trust funds come primarily from overhead charged on grants and contracts. SAO uses these funds to

support administrative functions approved in the Indirect Cost Budget submitted to the Defense Contract Audit Agency and the Office of Naval Research, as required by Office of Management and Budget Circular A-122, Cost Principles for Nonprofit Organizations. Donor/sponsor-designated funds come primarily from restricted gifts from individuals, foundations, and corporations, which are earmarked for particular purposes; restricted endowment funds; and non-governmental grants and contracts. Government grants and contracts come from Government agencies for research in areas of SAO's expertise. SAO often conducts this research in cooperation with governmental, academic, and research institutions in the United States and abroad.

## MAJOR SCIENTIFIC INSTRUMENTATION

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2009 ACTUAL	0	3,276	0	0	0	0	0	0
FY 2010 ESTIMATE	0	3,822	0	0	0	0	0	0
FY 2011 ESTIMATE	0	3,822	0	0	0	0	0	0

### STRATEGIC GOAL: EXCELLENT RESEARCH

#### **Federal Resource Summary by Performance Objective and Program Category**

Performance Objective/ Program Category	FY 2010		FY 2011		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Excellent Research</b>						
<i>Research</i>						
Engage in research and discovery	0	3,822	0	3,822	0	0
<b>Total</b>	<b>0</b>	<b>3,822</b>	<b>0</b>	<b>3,822</b>	<b>0</b>	<b>0</b>

### BACKGROUND AND CONTEXT

Smithsonian science is engaged in research and discovery focused on the origin and evolution of the universe, the formation and evolution of Earth and similar planets, the discovery and understanding of biological diversity, and the study of human diversity and cultural change.

The Smithsonian Astrophysical Observatory's (SAO) work directly supports the first of the Grand Challenges outlined in the Smithsonian Institution's recently released Strategic Plan: *Unlocking the Mysteries of the Universe*. The goal calls for the Smithsonian to "advance knowledge at the forefront of understanding the universe and solid Earth."

To achieve the goal of Excellent Research, the Smithsonian uses its multi-year funding from the Major Scientific Instrumentation (MSI) line item to develop large-scale instrumentation projects with advanced technologies that enable scientists at SAO to remain at the forefront of astronomy and

astrophysics research. The Smithsonian's criteria for selecting and proposing MSI projects are: 1) the instrumentation will enable compelling scientific advances that would not otherwise occur (either at SAO or anywhere else in the world) for some time to come; 2) the instrumentation is novel and technically advanced, and would not be developed without SAO's contribution; and 3) the science enabled by the innovative instruments is consistent with the Smithsonian Institution's Strategic Plan. The fundamental role for federal appropriations is to support the basic scientific infrastructure that enables SAO to conduct research, compete for external grants and funding, publish in peer-reviewed journals, and inform the public about the latest scientific discoveries in an exciting and compelling manner. Because of the magnitude of the costs and the time required to fabricate major new instruments and reconfigure existing ones, the Institution requests that MSI funds for these projects be kept available until they are spent.

During the past 50 years, astronomers have made fundamental discoveries about the universe, such as the existence of more than 344 planets around nearby stars and the bizarre remnants of dead stars that emit large quantities of x-rays in the Milky Way Galaxy. Scientists have determined that the universe is 13.7 billion years old and that it is populated with billions of galaxies, many of which have supermassive black holes at their centers. Research has produced strong evidence that the expansion of the universe has been accelerated by a mysterious and invisible "dark energy." Today, SAO is taking a lead role in the science of using "precision astronomy," using past discoveries and advanced technologies to produce a coherent story of the cosmos from the Big Bang to the origins of life here on Earth. MSI funds are essential to meet this objective.

Two SAO projects are included in the FY 2011 MSI line item: the Submillimeter Telescope Array (SMA) on Mauna Kea, Hawaii, and instrumentation for the converted Multiple Mirror Telescope (MMT) at SAO's Fred L. Whipple Observatory at Mt. Hopkins, Arizona.

## **MEANS AND STRATEGY**

SAO's mission is to engage in astrophysical research and discovery. Observational astrophysics is the basic science responsible for the understanding of the universe and its components beyond Earth. SAO has made leading contributions to many key discoveries in astrophysics, including: 1) the remarkable discovery that the universe is accelerating; 2) the discovery of enormous patterns traced by galaxies in the universe; 3) the most compelling demonstration of the existence of supermassive black holes at the centers of most galaxies; 4) the discovery of very high-energy gamma rays; 5) the most convincing observational evidence for the existence of dark matter;

and 6) the discovery of planets orbiting other stars. SAO scientists contributed to these discoveries by using key facilities that enable observations in several different bands of the electromagnetic spectrum (i.e., the broad range of light that is emitted by objects in the universe). These contributions have put SAO in the forefront of this generation of astronomers and astrophysicists.

SAO's pre-eminence is underscored by the recognition that its scientists receive from leading scientific organizations. Dr. Margaret Geller received the American Astronomical Society's highest honor, the Henry Norris Russell Lectureship. She is also the recipient of the National Academy's James Craig Watson Medal for distinguished contributions to astronomy. Together with its partner, the Harvard College Observatory, SAO is the top choice of graduate- and postdoctoral-level young scientists. One SAO postdoctoral Fellow, Dr. Anna Frebel, recently received the Annie Jump Cannon Award from the American Astronomical Society, an honor given to outstanding women astronomers who are within five years of their Ph.D. These are only three examples of nearly a dozen awards received by SAO staff in 2009 and 2010. SAO will continue to strive to make the next great contribution to understanding the universe and our place in it through the development of advanced technology for highly sophisticated astronomical instruments.

SAO's strength in observational astrophysics depends on its major ground-based facilities, the SMA and MMT, and the National Aeronautics and Space Administration's space-based facilities, the Chandra X-ray Observatory and the Spitzer Space Telescope. Access to both ground- and space-based observatories enables SAO scientists to conduct research that would be impossible with either type of observatory alone. SAO's future strength in ground-based observational astrophysics is critically dependent on equipping the SMA and MMT with powerful new instrumentation. Maintaining its leadership depends on developing instruments and facilities that do not now exist. A team of talented scientists and engineers must work together, over a period of several years, to bring these tools into being, with support from multi-year MSI funding.

#### *Submillimeter Telescope Array (\$1,900,000)*

The SMA, a collaborative project of SAO and the Academia Sinica Institute of Astronomy and Astrophysics in Taiwan, is made up of eight 20-foot-diameter antennas located on the summit of Mauna Kea, Hawaii, which function as one giant telescope. This facility operates at higher frequencies than those of any other major radio telescope, enabling scientists to probe in unprecedented detail the formation of new planets around other stars.

The SMA is now equipped with sets of receivers that can be tuned over the principal atmospheric windows in the submillimeter range, so future improvements to the SMA will be centered on improving the sensitivity within each of these observing windows. The feasibility of conducting a particular scientific observation with the SMA is directly linked to instrument sensitivity. Given that the total collecting area of the array antennas is fixed, sensitivity is governed by three factors: the receiver noise, the instantaneous system bandwidth, and atmospheric transmission and stability.

Further improvements to the SMA can be achieved by adding duplicate sets of receivers similar to those currently in operation, increasing receiver bandwidth, or further mitigating atmospheric instabilities, which result in loss of signal and poor image quality. Thanks to recent developments in microwave technology, it is now possible, with a modest development effort, to increase the receiver bandwidth by a factor of five over the original design. In the short term, this would enable the observation of multiple molecular species within a single receiver tuning; over the long term, by achieving a corresponding increase in signal processing capacity of the SMA, the overall sensitivity of the SMA would be increased by the same factor.

These upgrades will improve SMA observing speed by a factor of 25 over the original capability for continuum observations and for spectral line surveys, thereby opening up the SMA to new discovery space. While the pioneering SMA observations to date have concentrated largely on the first high-resolution studies of individual objects, the proposed improvements will allow the SMA to start to address important scientific questions that can be answered only with observations of large samples that allow for statistical conclusions, considering evolutionary and environmental factors. For example, to determine proto-planetary disk mass and lifetime as a function of stellar mass and multiplicity, and to assess the role of environmental factors such as proximity to massive stars and their harsh radiation fields, scientists will require the finest angular scale observations of dust continuum emission and molecular gas tracers from hundreds of young stellar systems in several nearby star-forming regions. Such large surveys will be feasible with increased SMA bandwidth.

For FY 2011, MSI funds are requested to develop, build, and install wide-band 345 GHz receiver sets in each of the SMA antennas. MSI funds are also requested in FY 2011 to develop a wide-band optical data transmission system, which would be installed in three SMA antennas to demonstrate performance ahead of full implementation in all SMA antennas, and to begin developing a wide-band signal processor to handle the increased bandwidth from each antenna.

### *Multiple Mirror Telescope (\$1,922,000)*

The MMT, a joint project of SAO and the University of Arizona, dedicated in 1979, was made up of six identical 1.8-meter telescopes in a single altitude-azimuth (naval-gun-type) mount. The original multiple-mirror design provided a state-of-the-art solution to the technological limitation in casting large mirrors at that time. Following advances in mirror-casting technology developed by the University of Arizona, in the 1990s SAO replaced the six smaller mirrors of the original MMT with a single mirror 6.5 meters in diameter. This large mirror more than doubled the light-gathering capability of the telescope and a set of large corrector lenses increased its field of view some 400 times.

The converted MMT is an extremely powerful telescope, but requires sophisticated instruments to analyze the light that it collects. Binospec, an imaging spectrograph with dual 8'x15' fields of view, is the final instrument under development for the MMT. Binospec will replace two generations of earlier spectrographs and is expected to become the dominant instrument used during dark moon phases. Binospec will make important and enduring contributions in research, ranging from studies of the formation of the Milky Way Galaxy and the structure of nearby galaxies to examinations of young galaxies in the distant universe. Much of this research will enable SAO scientists to test the theory that galaxies form from mergers of smaller galaxies with halos of invisible dark matter. Spectroscopic studies will allow the measurement of the age and composition of neighboring galaxies, revealing the formation epoch and formation mechanisms of galaxies. In addition, Binospec will enable astronomers to study the formation of large-scale structure when the universe was only one-fifth of its current age. By combining these observations with spectroscopic studies and measurements of galaxies obtained via the Chandra X-ray Observatory, SAO scientists can create a map of the cosmic web at that epoch. A complementary program will probe even further back in time to measure the environments of distant galaxies, and compare these measurements with those from theoretical astrophysical simulations being carried out at SAO using the Keck computer cluster.

FY 2011 MSI support will be used to continue work on Binospec. If sufficient external support can be found, Binospec will be completed in early FY 2013, when it will be shipped to the MMT for commissioning and its first research observations. SAO's expertise in building large and powerful instruments will be a crucial capability in the era of extremely large telescopes that is now upon us, but continued funding is essential to conduct this vital research.

## **Introduction, *Understanding and Sustaining a Biodiverse Planet***

The Smithsonian will use the resources of its scientific museums and research centers to significantly advance our knowledge and understanding of life on Earth, respond to the growing threat of environmental change, and sustain human well-being.

**RESEARCH Goal:** The Smithsonian advances and synthesizes knowledge that contributes to the survival of at-risk ecosystems.

**ACCESS Goal:** The Smithsonian inspires all generations of learners to turn knowledge of life on Earth into awareness and action aimed at improving sustainability.

UNITS primarily associated with this Grand Challenge:

- **National Museum of Natural History**
- **National Zoological Park**
- **Smithsonian Environmental Research Center**
- **Smithsonian Tropical Research Institute**

## NATIONAL MUSEUM OF NATURAL HISTORY

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-D designat		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2009 ACTUAL	366	46,578	17	3,545	51	20,104	15	3,121
FY 2010 ESTIMATE	376	47,622	17	3,566	55	17,550	13	3,618
FY 2011 ESTIMATE	387	50,433	17	3,566	55	17,550	13	3,618

### **STRATEGIC GOALS: EXCELLENT RESEARCH; BROADENING ACCESS; REVITALIZING EDUCATION; STRENGTHENING COLLECTIONS; AND MISSION ENABLING**

#### **Federal Resource Summary by Performance Objective and Program Category**

Performance Objective/ Program Category	FY 2010		FY 2011		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Excellent Research</b>						
<i>Research</i>						
Engage in research and discovery	146	17,477	152	18,888	6	1,411
<b>Broadening Access</b>						
<i>Digitization and Web Support</i>						
Provide improved digitization and Web support	4	514	4	525	0	11
<i>Public Programs</i>						
Provide reference services and information	14	1,811	14	1,850	0	39
<b>Exhibitions</b>						
Offer compelling, first-class exhibitions	27	4,550	27	4,629	0	94
<b>Revitalizing Education</b>						
<i>Education</i>						
Engage and inspire diverse audiences	30	3,692	30	3,776	0	84
<b>Strengthening Collections</b>						
<i>Collections</i>						
Improve the stewardship of the national collections	123	14,940	128	16,036	5	1,096
<b>Mission Enabling</b>						
<i>Facilities</i>						
Improve the overall cleanliness and efficient operation of Smithsonian facilities	3	490	3	498	0	8
Implement an aggressive and professional maintenance program	3	386	3	395	0	9
<b>Security and Safety</b>						
Provide a safe and healthy environment	1	188	1	191	0	3

Performance Objective/ Program Category	FY 2010		FY 2011		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b><i>Information Technology</i></b>						
Modernize the Institution's information technology systems and infrastructure	15	2,322	15	2,364	0	42
<b><i>Management Operations</i></b>						
Strengthen an institutional culture that is customer centered and results oriented	4	597	4	608	0	11
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	1	107	1	110	0	3
Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse	2	195	2	202	0	7
Modernize the Institution's financial management and accounting operations	3	353	3	361	0	8
<b>Total</b>	<b>376</b>	<b>47,622</b>	<b>387</b>	<b>50,433</b>	<b>11</b>	<b>2,811</b>

## BACKGROUND AND CONTEXT

The mission of the National Museum of Natural History (NMNH) is to inspire curiosity, discovery, and learning about nature and culture through outstanding research, collections, exhibitions, and education. Building upon its unique and vast collections and associated data, field research stations, specialized laboratories, and internationally recognized team of staff scientists, research associates, federal agency partners, and Fellows, the Museum provides fundamental research information to a wide array of constituencies ranging from federal agencies to the public. The Museum's particular strengths are in all four of the following Smithsonian Grand Challenges: Understanding and Sustaining a Biodiverse Planet; Unlocking the Mysteries of the Universe; Valuing World Cultures; and Understanding the American Experience. The Museum's research provides new understanding and relevance to broader national and international scientific agendas, looking at such important societal issues as global change, biodiversity, cultural conflict, and natural hazards.

The Museum's stewardship of its collections comprising more than 126 million natural history specimens and human artifacts is at the core of its mission. This set of collections, the largest of its kind, is an unparalleled resource for collections-based research on the diversity of life on Earth, including plants, animals, fossils, minerals, and human activity. These anthropological, biological, and geological specimens and objects are the foundation for all of the Museum's scientific products. With their unparalleled spatial breadth and temporal depth, the collections promote analyses and interpretations that enable scientists to connect observations of contemporary phenomena with the past and around the world so that we can better understand our planet and the effect of human activities on it. The Museum's collections capture the imagination and stimulate the next generation of

scientists, and are important for the intellectual infrastructure and the Administration's continuing goal of competitiveness in international science and application of scientific knowledge. NMNH collections and their attendant information are a dynamic resource used by researchers, educators, and policy makers worldwide.

In addition, NMNH's collections serve as critical reference materials for U.S. Government agencies. These resources are actively and collaboratively used by staff members of the Departments of Defense, Commerce, Agriculture, and Interior, who are housed in NMNH facilities. For example, tens of thousands of insects urgently requiring identification are sent to NMNH from ports of entry each year. Scientists at the U.S. Department of Agriculture and NMNH consult the collections and rapidly provide identifications to border control agencies so that U.S. agricultural and economic interests are kept secure from damage by potential invasive species. The NMNH bird collections provide answers to the Federal Aviation Administration (FAA) and the U.S. Department of Defense, revealing the species of birds that damage aircraft, and leading to improved habitat control around airports and improved aircraft and engine design. The National Cancer Institute relies upon NMNH as a trusted repository for plant specimens that must be kept as vouchers for pharmacological and biomolecular research. Similarly, the U.S. Department of the Interior Minerals Management Survey relies on the NMNH as a trusted repository for the ecologically significant invertebrate animals it collects in the course of its research. Meteorites collected from Antarctica are deposited at NMNH by the Johnson Space Center and the National Aeronautics and Space Administration (NASA). The Federal Bureau of Investigation benefits from the identifications and analyses conducted by experts in the Department of Anthropology, who consult the human skeletal collections when providing answers about the remains of crime victims. Analyses of the collections have provided vital clues regarding the spread of H5N1, the Avian Flu virus, and the etiology of past influenza epidemics.

NMNH's first-class research supports its exhibitions and educational outreach. As one of the most visited museums in the world, NMNH provides diverse public audiences with presentations on every aspect of life on Earth. Through many affiliations and partnerships, the Museum takes its science and public programs beyond the National Mall to other museums and non-traditional exhibition venues, such as libraries, schools, and universities across the country. With a growing network of interactive websites, the Museum is transforming itself into a true electronic classroom, which is potentially accessible to everyone.

For FY 2011, the budget estimate includes a net increase of \$2,811,000 and 11 FTEs. This includes an increase of \$1,472,000 for necessary pay for existing staff funded under this line item and an adjustment of (-\$411,000) due

to the FY 2010 Buyout process. The estimate also includes a program increase of \$750,000 and 5 FTEs for Collections Care and \$1,000,000 and 6 FTEs for the *Encyclopedia of Life*.

## MEANS AND STRATEGY

To achieve the goals of Broadening Access and Revitalizing Education, funding will be used to replace outdated exhibits with integrated, multi-disciplinary, and interactive exhibitions on the Mall and in other venues through traveling exhibits and electronic outreach across the country. Both the permanent and traveling exhibitions reflect best practices in visitor experience upgrades and informal science education, and these exhibits are developed as part of an array of public outreach activities. In FY 2009, NMNH welcomed more than 7.5 million visitors, and recent evaluations show that exhibitions now engage visitors for longer periods than they did 10 years ago. The effectiveness of NMNH exhibitions and presentations can be seen in the excitement they generate and their popularity with family audiences.

In FY 2011, NMNH will continue renovating its permanent exhibition halls and offer new temporary exhibitions. With donated funds, the Museum will continue the planning and concept design for a massive renovation of its 40,000-square-foot Paleontology Halls. This project requires removing and conserving thousands of paleological specimens, including more than 50 complete dinosaurs; the specimens will then be remounted for display in 2017. In addition to these major projects, funding supports scientific updates and visitor experience upgrades throughout the Museum's 350,000 square feet of exhibition space.

There are seven new temporary exhibitions planned for FY 2011: *Nature's Best Photography* (fall 2010); *Cyprus* (fall 2010), an exhibition exploring the multicultural history of the island, developed in collaboration with the Smithsonian International Center and the Embassy of Cyprus; *Hyperbolic Crochet Reef* (fall 2010), displaying artistic re-creations of corals in the Sant Ocean Hall changing gallery; *Orchids* (winter 2011), developed with the Smithsonian Horticulture Office and U.S. Botanic Garden; an exhibition of work by Smithsonian artist-in-residence C.J. Huang (summer 2011), whose contemporary art reflects his intimate knowledge of the ocean's biodiversity; *Ways of Seeing* (summer 2011), featuring the many imaging technologies that assist researchers; and the nationally acclaimed traveling exhibition *Race: Are We So Different?* (summer 2011).

NMNH will also begin implementing its interpretive plan to coordinate and integrate its many outreach efforts. This plan focuses the Museum's permanent and temporary exhibitions, educational programs, and Web outreach on the

major research themes identified in the Science Strategic Plan: Understanding the formation of the Earth and similar planets, discovering and understanding life's diversity, and exploring human diversity and cultural change.

In FY 2011, the Museum's fundamental commitment to education and outreach will be further deepened and expanded in support of the Smithsonian's strategic goal of Revitalizing Education. Building on the Museum's cutting-edge research, its vast collections, and its exciting new permanent and temporary exhibitions such as the Sant Ocean Hall, David H. Koch Hall of Human Origins, *Race: Are We So Different?*, and *Butterflies + Plants: Partners in Evolution*, the Museum will reach out to a growing local, national, and international audience, including children and families, students and teachers, and adults who visit the Museum on the Mall or its extensive site on the Web. Outreach activities will include traveling exhibitions, distance learning, and in-depth, online resources, including the new Ocean Portal and Human Origins website, as well as long-standing programs of lectures, films, teacher education, and hands-on opportunities. These efforts serve tens of millions of visitors around the globe. NMNH will incorporate audience research and evaluation into its public education and outreach activities.

Also in FY 2011, NMNH will implement a rich array of monthly public programs to complement the Museum's exhibitions, including the Human Origins exhibition, and will present programs locally and nationally for the acclaimed traveling exhibition, *Race: Are We So Different?* This will include intergenerational programming, public lectures, and additional events for local and national audiences. NMNH will continue to prepare and disseminate new educational resources for the public, and for students and teachers, to support major exhibitions. In particular, NMNH will focus its science programs on greater outreach to the public and on increased public access to the collections through Web-based resources and use of distance-learning technologies. This includes maintaining engagement through the Ocean Portal and the Human Origins interactive educational website, beginning development on a new Paleo website, and continuing to incorporate evolving social media. NMNH will continue to increase access to exhibits, research, and collections for students with disabilities as well as economically disadvantaged students. This includes enhancing educational resources to provide access for students with disabilities by training docents and using new partnerships and services to reach traditionally underserved audiences.

Finally, in 2011, as construction continues on the new Learning Center, the collections and staff of the Naturalist Center will begin to transition back from Leesburg, Virginia to the NMNH Museum on the Mall. Throughout the year, NMNH will continue piloting programs and activities, conducting research and evaluation, and developing a strong programmatic plan for the new Learning

Center. Scheduled to open in 2012, the Learning Center will provide the Museum's many audiences a major innovative facility for informal science education.

A critical element of NMNH's plans for FY 2011 is the Museum's commitment to the stewardship of its federal scientific collections in support of the Smithsonian's strategic goal of Strengthening Collections. As was underscored by a recent survey of federal collections, these resources play an important role in public health and safety, homeland security, trade and economic development, medical research, and environmental monitoring. They also provide the foundation for the Museum's diverse research, exhibits, and public outreach programs. NMNH will continue to strengthen its commitment to cutting-edge research on and state-of-the-art stewardship of the collections, in partnership with affiliated federal agencies such as the Departments of Defense, Commerce, Agriculture, and the Interior. Federal funding is the linchpin for maintaining and preserving these priceless collections and their valuable information for future generations, while also supporting their use for critical ongoing research that, for example, facilitates recovery efforts after natural disasters like volcanic eruptions and the associated loss of biodiversity. The breadth of NMNH research and its collections of biological, geological, and anthropological objects fosters an interdisciplinary environment that attracts other academic institutions, foreign researchers, and national and international policy makers.

Furthermore, the NMNH has a long history of training future scientists here and abroad to examine and monitor biodiversity in their own countries, among their other research endeavors, which also strengthens the NMNH collections and connections with these countries. NMNH is committed to training future generations of scientists by increasing the number of its postdoctoral fellowship awards and providing an entry-level research experience for the most talented undergraduates in the Earth and life sciences as well as anthropology. Collaboration with foreign students and colleagues will continue to be emphasized to broaden the international science network. Continuation of the Collections Management Training Program, begun in FY 2008, serves this goal well.

In FY 2011, NMNH will continue collections preservation and access projects related to strategic initiatives in preserving indigenous languages through preservation of manuscripts, recordings and moving images, and photographs; preserving and digitizing fossil collections and associated paper records, and preserving biological specimens at ultra-cold temperatures to document biodiversity. In addition to these new strategic initiatives, other high-priority collections improvement projects identified through the comprehensive, quantitative assessment of the collections will continue. These include the

processing of plant collections, inventory of selected ethnographic collections, re-housing of geological collections in need of microclimates to prevent deterioration, installation of locks on selected vertebrate collections cabinetry, re-housing of at-risk marine mammal collections into new storage cabinetry, and inventories and record updates resulting from the transfer of collections to the renovated Pod 3 at the Museum Support Center.

NMNH will continue to significantly increase the number of specimen records in its electronic databases for scientists, the Research and Collections Information System, or RCIS, and to expand the availability of these invaluable and unique assets via the Internet to researchers, policy makers, and the public, both nationally and worldwide. NMNH will continue image digitization of selected plant, insect, and artifact collections.

To achieve the Smithsonian's goal of Excellent Research in FY 2011, NMNH will update its five-year strategic plan that is linked to the new Smithsonian Strategic Plan, and focus on initiatives related to new insights in geology and mineralogy, paleobiology, systematics, evolutionary biology, ecology and its relationship to biodiversity, and anthropology. Increasing the number of digitized specimens will enable researchers to leverage the knowledge inherent in the diverse collections to address many of today's pressing issues regarding invasive species, disease vectors, and the impact of humans on biodiversity and climate. NMNH publications will have a more integrated quality, providing insights from all viewpoints of the Museum on pressing national and international topics.

The NMNH's strengths in research have been diversified and infused with some exciting new hires in the past few years, focusing on the following areas, which also link directly to the Smithsonian's Grand Challenge areas of research: maintenance, documentation, and analysis of indigenous languages of Mesoamerica; the integration of anthropology, art, and history to form interdisciplinary and cross-cultural approaches to the study of society; the origins, diversification, and evolution of social insects; chemistry at the core-mantle boundary of our planet and its influence on geochemistry at the Earth's surface; discovery of unknown mammal species; the evolutionary and ecological histories of tetrapods (e.g., amphibians, reptiles, dinosaurs, birds, mammals) that made the great transition from life on land to sea; and the paleoecology of whales and dolphins.

Highlights of research NMNH scientists will continue in FY 2011 include: research on the geological history of global climate change, with a special emphasis on periods of global warming; work on ocean environments and circulation, focusing on past intervals and greenhouse climate; studies of the large-scale evolutionary relationships among birds, insects, and plants as part of

collaborative research projects in the National Science Foundation (NSF)-funded *Tree of Life* initiative, and, in particular, studies of the large-scale evolutionary relationships among Lepidoptera (moths and butterflies), spiders, and ants; participation in the first effort to catalogue and DNA-barcode an entire tropical ecosystem of Moorea, French Polynesia, from the bottom of the ocean to the top of the mountains; studies of deep-sea invertebrates in the Gulf of Mexico, including exploration of poorly known regions such as cold seeps and petroleum seeps, which are home to diverse but still largely unknown communities of animals; research on ecological recoveries from mass extinctions and the evolution of innovations in the history of life, with special emphasis on the Cambrian explosion, the Permo-Triassic, and the Paleogene eras; research as part of the Endangered Language Program, which will preserve and make accessible through digitization more than 11,400 sound recordings of endangered languages in the National Anthropological Archives and Human Studies Film Archives, many of which currently exist only on endangered recording media; research on human/environment interaction within the climatic and environmental context of human evolution in East Africa; interdisciplinary fieldwork in Mongolia and Central Asia to study the development of early civilizations; research into the spread of the earliest humans from Africa and Asia, with funding from NSF; research on indigenous knowledge of climate change; and research on the earliest migrations to the Americas.

In addition, NMNH will continue its work on a new scientific effort started in 2007, the *Encyclopedia of Life*. The NMNH hosts the Secretariat (administrative and leadership hub) for the *Encyclopedia of Life* (EOL), which has the ambitious goal of documenting every known species living on Earth. The EOL, funded through two leadership grants from foundations, is a Web-based, online database, which is expected to encompass the 1.9 million known species of animals, plants, and other life forms in about 10 years. The database will be configurable for all types of audiences, from students and scientists to policy makers and the general public. The NMNH is uniquely positioned to contribute to this global effort of documenting every known species currently living on Earth, through its extensive and broad collections as well as through the scientific staff who provide the context for these specimens. The specimens require the scientific expertise to provide related ecological and evolutionary information.

In FY 2011, NMNH will support the goal of Strengthening Collections through the ongoing move of collections that require special environments from the Natural History Building on the National Mall and other locations to the newly renovated Pod 3 at the state-of-the-art research, conservation, and collection storage facility at the Museum Support Center (MSC) in Suitland, Maryland. An additional focus for the Natural History Building in FY 2011 will be to continue renovating major building systems and improving security in the

building, resulting in better collections housing, upgraded laboratory facilities for researchers, and more useful public space for exhibitions and educational opportunities. Finally, an important management focus of NMNH will be to support a robust and reliable information technology infrastructure for new online facilities, and to broaden access to the Museum's collections and research through Web programs that support NMNH-specific electronic outreach goals. This focus on Broadening Access will make collections data easily accessible via the Internet, maintain important collaborative Web projects such as the Ocean Portal and the Human Origins website, both launched in 2010, and help the Museum launch new websites and update them with current information.

## FY 2011 REQUEST – EXPLANATION OF CHANGE

For FY 2011, the budget estimate includes a net increase of \$2,811,000 and 11 FTEs. This includes an increase of \$1,472,000 for necessary pay for existing staff funded under this line item and an adjustment of (-\$411,000) due to the FY 2010 Buyout process. The estimate also includes a program increase of \$750,000 and 5 FTEs for Collections Care and \$1,000,000 and 6 FTEs for the *Encyclopedia of Life*. The programmatic increases are as follows:

- (+ \$750,000, + 5 FTEs) The request provides funding to support critical collections needs based on the NMNH's Collection Assessment, which was developed over the last two years. This assessment guides the Museum's priorities for collections management, including physical care, accountability, digitization, and information access. This review grouped NMNH's 126 million specimens and objects into discrete collections and scored them on 14 different criteria. The resulting master data set is a tool that enables timely analysis and consideration of the impact of different resource-allocation scenarios. Accordingly, FY 2011 funds will be focused on strategic high-priority projects that remedy deficiencies and improve the preservation and usability of the collections. Specific projects include bringing the housing of marine mammals, selected fossils, selected herbarium sheets, and selected bird collections to an acceptable status in non-reactive cabinetry that provides an appropriate barrier to environmental and pest assaults while preventing unauthorized access; creating electronic images of original handwritten collection ledgers, thereby creating backups and broadening accessibility; updating inventories of North American ethnographic collections; and creating electronic catalogue records and specimen images for important insect, animal, and plant specimens. This investment in NMNH's collections will result in an inventory verification of textile collections, completing the project to digitize all of the Museum's ledgers (ca. 900 volumes), creating

approximately 50,000 specimen records, and re-housing thousands of specimens in appropriate cabinetry.

- (+ \$1,000,000, + 6 FTEs ) The *Encyclopedia of Life* (EOL) is a Web portal designed to provide free access to knowledge about life on Earth. There are an estimated 1.9 million described living species, but no single resource that provides comprehensive access to existing information about them. This unprecedented research initiative is designed to broaden access to Smithsonian collections and knowledge, and share these resources with America and the world. It includes collaboration with other parts of the Smithsonian and leading institutions across the country and abroad. The first phase of this initiative was developed with support from the MacArthur and Sloan Foundations, and currently provides access to 180,000 species pages, as well as 20 million pages of literature related to biological diversity (available at [www.eol.org](http://www.eol.org)). The next phase of this project will expand information to 500,000 species pages and some 50 million pages of literature, as well as develop resources for students and teachers across the nation over the next three years. The proposed increase is critical to ensure the continued success and long-term sustainability of this research effort. As part of this work, the Museum proposes to establish an *Encyclopedia of Life* for North America, link information in the collections and libraries to EOL, and develop additional online educational resources.

**NONAPPROPRIATED RESOURCES** — General trust funds support salaries and benefits of administrative personnel, development and business activities, and other program-related costs. The Museum raises funds from private sources to support research, exhibitions, public programs, and administrative functions. This includes securing donations from special events to promote new exhibitions and educational initiatives, and public outreach through the news media. Donor/sponsor-designated funds are critical to support exhibition hall renovation, such as the major gifts that are helping to fund the Museum's Human Origins Hall, which will open in March 2010, and fellowships for the *Encyclopedia of Life* project, through which a freely accessible webpage is being created for each of Earth's 1.9 million known species. In addition, significant endowment gifts support the maintenance, updating, and educational programs for the Ocean Hall, as well as the Museum's study of human origins. Other examples include the Johnson and Hunterdon endowments, which provide operating support for the Smithsonian Marine Station at Fort Pierce, Florida, in addition to supplying a significant portion of the base funds needed to run the NMNH research station at Carrie Bow Cay in Belize. The endowments also support research in the biodiversity, life histories, and ecology of marine organisms in the coastal waters of Florida by almost 50 scientists each year, including staff

from NMNH, the Smithsonian Environmental Research Center, the Smithsonian Tropical Research Institute, and collaborators from universities nationwide.

The Museum continues to receive grants and contracts from both non-Government and Government institutions. The Museum was awarded grants and contracts totaling \$16.5 million in FY 2009 (most in multi-year grants), and anticipates awards totaling approximately \$4 million in FY 2010. These funds support both cutting-edge research and exhibitions, and demonstrate international collaboration in addition to cross-agency collaboration on shared projects and issues. For example, researchers in the Departments of Mineral Sciences and Paleobiology continue to receive significant grants from NASA and the NASA Jet Propulsion Lab for various research projects. The U.S. Air Force and the U.S. Department of Transportation continue to support the bird/aircraft strike hazard program that provides critical data to the FAA and other agencies on the types of birds that can get caught in airplane engines. Funds were provided to continue work on the Consortium for the Barcode of Life, an international initiative devoted to developing DNA barcoding as a global standard for the identification of biological species. The Museum's forensic anthropology program continues to receive support from the FBI, and the Museum continues to receive funds through various partner universities for its work on the *Tree of Life*.

These funds support continued studies of the large-scale evolutionary relationships among birds, plants, spiders, and ants as part of collaborative research projects in the NSF-funded *Tree of Life* initiative. The primary goal of the *Tree of Life* initiative is to produce a robust phylogeny of all the oldest lineages within a particular group of organisms, which provides an important predictive framework for diverse purposes, including biodiversity studies.

Finally, NMNH's leadership in training the next generation of scientists and collections managers received a significant boost from the International Development Bank and the Andrew Mellon Foundation, with funding to implement a multi-year collections training initiative designed to strengthen technical and scientific cooperation with Latin American countries. The program was conducted for three years, FYs 2008–2010.

## NATIONAL ZOOLOGICAL PARK

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2009 ACTUAL	221	23,196	10	1,135	16	3,784	3	959
FY 2010 ESTIMATE	220	23,190	4	791	19	5,288	6	1,075
FY 2011 ESTIMATE	222	24,197	4	791	19	5,288	6	1,075

**STRATEGIC GOALS: EXCELLENT RESEARCH; BROADENING ACCESS; REVITALIZING EDUCATION; STRENGTHENING COLLECTIONS; AND MISSION ENABLING**

**Federal Resource Summary by Performance Objective and Program Category**

Performance Objective/ Program Category	FY 2010		FY 2011		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Excellent Research</b>						
<i>Research</i>						
Engage in research and discovery	30	2,586	30	2,686	0	100
<b>Broadening Access</b>						
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	115	10,640	116	11,054	1	414
<b>Revitalizing Education</b>						
<i>Education</i>						
Engage and inspire diverse audiences	2	259	2	269	0	10
<b>Strengthening Collections</b>						
<i>Collections</i>						
Improve the stewardship of the national collections	51	6,372	52	6,672	1	300
<b>Mission Enabling</b>						
<i>Security and Safety</i>						
Provide a safe and healthy environment	5	793	5	836	43	
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	4	816	4	826	0	10
<b>Management Operations</b>						
Strengthen an institutional culture that is customer centered and results oriented	9	1,126	9	1,126	0	100
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	4	482	4	512	0	30
Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse	0	116	0	116	0	0
<b>Total</b>	<b>220</b>	<b>23,190</b>	<b>222</b>	<b>24,197</b>	<b>2</b>	<b>1,007</b>

## **BACKGROUND AND CONTEXT**

As the Nation's Zoo, the mission of the National Zoological Park (NZP) is to provide leadership in animal care, conservation science, education, and sustainability. The Zoo has outlined an ambitious new strategic plan with the goal of, by 2016, being recognized as the world's finest zoo, providing the highest quality animal care; advancing scientific excellence in conserving wildlife; teaching and inspiring people to engage in conservation of wildlife, water, and habitats; and practicing conservation leadership.

Consistent with the overarching objectives of the Institution, the NZP has established specific goals and performance metrics to fulfill its mission and achieve its vision. The Zoo has set as its highest priority an aggressive, long-range facilities maintenance and revitalization plan that ensures optimal safety and protection of facilities, collections, visitors, staff, and volunteers. This will provide the necessary infrastructure to achieve NZP's programmatic goals. In support of the Smithsonian's goals of Excellent Research, Broadening Access, Strengthening Collections, and Revitalizing Education, the Zoo will offer compelling, first-class exhibits; judiciously build, refine, and care for its animal, biological materials, and plant collections; and extend the reach of its educational programs, both for the general public and for professionals in the conservation sciences.

To achieve the goal of Excellent Research, the Zoo will pursue focused research on life's diversity, including partnership-based and multi-disciplinary studies of extinction-prone species and their habitats. The NZP will expand programs that integrate research on both wild and captive populations of selected species. The Zoo will continue to develop strategic partnerships with other Smithsonian units and external organizations to complement its strengths in veterinary medicine, reproductive sciences, conservation genetics, ecology, conservation biology, and professional training.

In support of the Smithsonian's Mission Enabling goal, the Zoo will focus on increased attention to the safety and health of the staff and collections, continue to apply integrated pest management throughout its facilities, modernize information systems for management purposes and for communicating the Zoo's stories and messages to the public, and enhance the skills of staff and managers to increase their effectiveness. Major improvements already have been made in these and other areas, and the National Zoo received its Association of Zoos and Aquariums (AZA) re-accreditation in 2008.

For FY 2011, the budget estimate includes a net increase of \$1,007,000. This includes an increase of \$698,000 for necessary pay for existing staff funded under this line item and an adjustment of (-\$191,000)

due to the FY 2010 Buyout process. The estimate also includes a program increase of \$500,000 for 2 FTEs for animal welfare and associated additional operating costs.

## **MEANS AND STRATEGY**

To achieve the goals of Broadening Access and Strengthening Collections, the NZP continues to devote significant resources to its animal habitats and the care of the animals in the Zoo — recognizing that both are essential for the overall health and safety of the animal collection — as well as to ensure a high-quality visitor experience. A major portion of the NZP staff and budget will continue to be used to provide state-of-the-art medical care, nutrition, husbandry, and safe and enriching environments for all NZP animals at both the Zoo's public exhibitions in Washington, DC's Rock Creek Park and its Smithsonian Conservation Biology Institute (SCBI) at Front Royal, Virginia.

Animal exhibits will continue to be upgraded, using the strategy of customizing or tailoring exhibit spaces to reflect the specific needs of the animal species, particularly with regard to their overall welfare and behavioral needs. Each species' behavior and natural history will be considered when designing habitats to stimulate natural behaviors for foraging, hunting, and breeding. Planned exhibit improvements include completion of Asia Trail II (Elephant Trails) and the renovation of the Seal and Sea Lion Facility and Exhibit, which will be close to completion with interpretive exhibits designed and fabricated for installation in early 2012. Planning and programming continue for the future renovation of the Bird House facility and exhibits. These improvements support the highest level of animal care, and connect visitors to the Zoo's extensive depth of science and research while educating and inspiring our visitors to understand the importance of conservation.

NZP staff continues to update and improve the Zoo's popular website, rated by Web visitors as excellent in amount and quality of information and design. The website provides enhanced opportunities for fund raising and developing relationships with niche audiences. During 2009, the website hosted about 10,000 pages and attracted more than 18 million visits, thereby maintaining its position as one of the most popular Smithsonian websites.

The NZP continues to renovate and modernize the Zoo's exhibit, staff and visitor areas. Projects to upgrade extant fire-detection and suppression systems and to install new systems will continue in FY 2011 with the focus moving from the Rock Creek Park to the Front Royal facilities.

New master plans completed for both the Zoo's Rock Creek Park and Front Royal facilities are guiding future planning and development at both

sites. The Bird House and Migration Exhibit will have program documents completed and design prepared; and the Zoo perimeter fence design for Rock Creek Park will be completed and planned for construction. The Zoo will continue to incorporate and link science into existing and new exhibits, while also increasing the visibility and scope of its conservation efforts through demonstrations, the website, and various other media. Similar components are being incorporated into the planning process for the major renovation of the Bird House.

To achieve the goal of Excellent Research, the NZP continues to address significant scientific and conservation issues of key species and critical habitats through field and captive studies. The NZP will enhance the integration of science with exhibits, selection and care of the animal collection, educational programs, and the overall facilities master plan. Scientific, curatorial, and veterinary personnel are working together to study the medical needs, reproductive patterns, behavior, habitat use, interaction with people, and populations of numerous threatened and endangered species, including the cheetah, tiger, clouded leopard, black-footed ferret, Przewalski's horse, and Asian elephant. Ongoing studies on these and many other species will help secure sustainable wild and captive populations, and are conducted in collaboration with other scientific zoological and conservation organizations worldwide. NZP scientists are also engaged in a variety of collaborative studies on forest ecology and climate change as part of the Smithsonian's Global Earth Observatory (SIGEO) and the National Science Foundation's National Ecological Observatory Network (NEON) initiatives. NZP scientists will continue to share their research with the public and a wide range of scholars, university researchers, and field biologists, and will use their findings to enhance the health and welfare of the NZP collection and strengthen NZP exhibits as well as educational and outreach programs. The NZP continues to invite students and outside colleagues to participate and collaborate in efforts to increase the Zoo's capacity for scientific research and science-based professional training programs.

As part of this effort, the Zoo continues to be a major center of conservation-based training. In FY 2009, 15 undergraduate students attended the Smithsonian Institution-George Mason Semester at the Front Royal SCBI facility. The three-month-long, hands-on program was a resounding success, and will be continued each year from January through April. NZP conservation and science staff convened 11 workshops, and trained more than 316 professionals in various conservation specialties. In 2009, the NZP sponsored 101 interns, in addition to residents and post-graduates, in ongoing research projects. Additionally, the NZP conducted more than 100 education programs for elementary and high school students in the National Capital Region area, and trained 655 teachers on educational resources and engaging science skills to use in the classroom. As part of this

effort, teachers downloaded 3,460 educational resource and lesson packets.

In support of the Smithsonian Mission Enabling goal, the NZP has increased safety training and set a goal of zero injuries. Zoonotic training and increased biosecurity protocols have been implemented to minimize health risks to staff and the animal collection. The NZP is aggressively executing its strategic and long-range renewal plans and continuing its modernization and improvement programs in the areas of life, health, and safety of people and animals, animal nutrition (including food distribution), pest management, training, records management, and information technology. In addition, the NZP continually assesses its around-the-clock infrastructure support operation for animal exhibits to ensure the safety and well-being of the living collection, visitors, facilities, and staff. A major task for FY 2011 will be to continue implementing the Zoological Information Management System.

#### **FY 2011 REQUEST — EXPLANATION OF CHANGE**

The FY 2011 budget estimate includes an increase of 2 FTEs and \$1,007,000. Included is an increase of \$698,000 for necessary pay for existing staff funded under this line item and an adjustment of (-\$191,000) due to the FY 2010 Buyout process. In addition, the NZP is seeking a programmatic increase of 2 FTEs and \$500,000 for animal welfare as follows:

- (+ \$500,000, + 2 FTEs) The National Zoo faces a challenge in achieving its goal of ensuring the health and well-being of its living collection. Excellence in animal care is paramount for maintaining the Zoo's accreditation by the AZA, as well for maintaining compliance with the Animal Welfare Act. The National Zoo is unique in that it is responsible for the health of animals maintained at two separate campuses (in Washington, DC and Front Royal, Virginia). An extensive animal care staffing audit of both facilities was conducted as an objective means of assessing current personnel needed to provide high-quality care for the Zoo's animal collections. The audit revealed that the National Zoo has a shortfall of animal keepers. The requested two animal keepers for \$155,000 and the \$345,000 for animal food, animal medicine, and enrichment supplies and pest management supplies will assist in reducing this gap.

**NONAPPROPRIATED RESOURCES** — General trust funds support salaries and benefits of the director and general operational requirements for adequate animal care, professional training in conservation sciences, and animal acquisitions. Donor/sponsor-designated funds support the costs related to specific programs and projects, including field and captive studies on Sahelo-Saharan antelopes, cheetahs, giant pandas, Asian elephants, tigers and clouded

leopards, ecological studies on migratory birds, and the documentation and monitoring of biodiversity and habitat quality in selected sites around the world. A large percentage of these funds supplement federal funding for renovating and modernizing the Zoo. Private donations for Asia Trail II, "Elephant Trails," contribute to a portion of construction costs and support all exhibit interpretive design and implementation. Government grants and contracts support a wide array of scientific studies on the biology and habitats of endangered and threatened species. NZP education, visitor services, and volunteer programs are funded almost exclusively by the Friends of the National Zoo (FONZ).

## SMITHSONIAN ENVIRONMENTAL RESEARCH CENTER

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/Sponsor-Designated		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2009 ACTUAL	30	3,559	10	543	6	1,237	38	4,546
FY 2010 ESTIMATE	34	3,756	11	570	7	1,100	38	4,600
FY 2011 ESTIMATE	34	3,848	11	570	7	1,100	38	4,600

### **STRATEGIC GOALS: EXCELLENT RESEARCH; REVITALIZING EDUCATION; AND MISSION ENABLING**

#### **Federal Resource Summary by Performance Objective and Program Category**

Performance Objective/ Program Category	FY 2010		FY 2011		Change	
	FTE	\$000	FTEs	\$000	FTEs	\$000
<b>Excellent Research</b>						
<i>Research</i>						
Engage in research and discovery	26	3,019	26	3,095	0	76
<b>Revitalizing Education</b>						
<i>Education</i>						
Engage and inspire diverse audiences	1	104	1	107	0	3
<b>Mission Enabling</b>						
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	4	415	4	425	0	10
Modernize the Institution's financial management and accounting operations	3	218	3	221	0	3
<b>TOTAL</b>	<b>34</b>	<b>3,756</b>	<b>34</b>	<b>3,848</b>	<b>0</b>	<b>92</b>

#### **BACKGROUND AND CONTEXT**

The Smithsonian Environmental Research Center (SERC) is a leader in research on land and water ecosystems in the coastal zone. SERC's innovative research and unique setting advance basic environmental science in the zone where most of the world's population lives, and provides society with the knowledge to solve the environmental challenges of the 21st century.

SERC achieves the goal of Revitalizing Education by engaging and inspiring diverse audiences through school-based programs, teacher training,

public outreach, and a professional training program dedicated to producing the next generation of scientists.

Research and discovery remain the core activities at SERC. Scientists use the unique site on the shore of Chesapeake Bay and other sites, including the Smithsonian Marine Science Network, to investigate the ecological interconnections of aquatic, terrestrial, and atmospheric components of complex landscapes, with comparative studies on regional, continental, and global scales.

SERC will continue to update and streamline management systems and functions, and advance construction of its Facilities Master Plan. In FY 2011, SERC will break ground on the long-awaited renovation of the Mathias Laboratory, including replacement of many temporary trailers on the campus, thus helping to ensure the safety and protection of staff, Fellows, volunteers, and visitors.

For FY 2011, the budget estimate includes a net increase of \$92,000. This includes an increase of \$120,000 for necessary pay for existing staff funded under this line item, and an adjustment of (-\$28,000) due to the FY 2010 Buyout process.

## **MEANS AND STRATEGY**

SERC has used its website to provide more information to the public about environmental issues in general and the Center's research and education programs in particular. On-site education will focus on serving approximately 18,000 students and members of the general public. SERC will continue to expand its successful distance-learning programs to improve access for traditionally underserved audiences, as well as those participants located away from the SERC campus.

SERC has strengthened its public outreach programs and continues to participate in the National Park Service's Chesapeake Gateways Network. In addition to providing a lecture series, workshops, and expert consultation for the public, teachers, and public officials, SERC remains open to the general public six days a week. In addition to offering formal programs to the public, SERC encourages visitors to explore the Center's many trails through forests and fields, as well as more than 12 miles of shoreline along the Chesapeake Bay.

To train the next generation of environmental scientists and managers, SERC conducts a nationally recognized professional training program for university interns, graduate students, postdoctoral Fellows, and visiting

scientists, with a particular emphasis on developing careers of underrepresented minorities.

SERC has an advantage in furthering its research goals and priorities by operating its 2,650-acre site on the Chesapeake Bay. Using the unique assemblage of forests and agricultural fields, its scientists investigate the interconnections of aquatic, terrestrial, and atmospheric components of complex landscapes. SERC develops innovative approaches and instrumentation to measure environmental changes at four ecological levels (i.e., global change, landscape ecology, ecology of coastal ecosystems, and population and community ecology), and has developed unique, long-term, and experimental data sets on environmental change. SERC also participates in developing the Smithsonian's Marine Science Network of sites along the western Atlantic Ocean for comparative coastal studies, and in using the Smithsonian's long-term field stations to assess ecological patterns and processes. During its 45-year history, SERC has built a reputation for world-class research, producing many publications that are rich in data and multi-disciplinary and integrative in analysis.

In 2010, SERC will be reviewing and updating its five-year Strategic Plan to ensure a strong alliance with the recently completed Institutional Strategic Plan. By building on existing strengths and special programs, SERC seeks to enhance its successful research on the following topics: land-sea linkages of ecosystems; landscape ecology of coastal watersheds; estuarine ecology; invasive species (especially in coastal ecosystems); global change impacts on biotic and chemical interactions; biocomplexity of structure and processes in key ecosystems; and community and population ecology. During the next five years, SERC research on coastal marine ecology will focus on four key, interrelated areas: the structure and dynamics of marine food webs; the integrity and biodiversity of crucial marine ecosystems; linkages of ecosystems at the land-sea interface; and the ecological regulation of marine biodiversity. SERC seeks to expand its expertise in the ecology of invasive species, and how they affect coastal ecosystems. To implement these goals, SERC will link its research with national and international research networks and enhance the Marine Science Network. SERC is also developing scientific and technological capabilities in analytical chemistry, remote sensing, and instrumentation in coastal watersheds and connected ecosystems.

SERC continues to implement its comprehensive Facilities Master Plan through projects that provide critical infrastructure improvements and allow for controlled and operationally sustainable growth over the next 25–30 years. SERC is improving its management of research by developing better tools to account for its overhead activities, and by ensuring tighter management controls and increased oversight of sensitive information for its employees,

volunteers, and others. SERC will continue to ensure the safety and protection of volunteers, staff, and visitors by sustaining its excellent safety record and continuing programs of supervised inspections and staff involvement.

**NONAPPROPRIATED RESOURCES** — General trust funds support fundraising and intern/fellowship programs. In addition, core administrative support is funded through an indirect cost surcharge applied to extramural research awards. Donor/sponsor-designated funds provide critical operating support related to specific programs and projects in research, public education, and professional training. The bulk of SERC's scientific research program of more than \$5 million is supported by Government grants and contracts.

## SMITHSONIAN TROPICAL RESEARCH INSTITUTE

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2009 ACTUAL	246	13,081	35	1,398	48	6,545	14	1,569
FY 2010 ESTIMATE	253	14,546	30	1,100	44	6,000	15	1,300
FY 2011 ESTIMATE	253	14,885	30	1,100	44	6,000	15	1,300

### STRATEGIC GOALS: EXCELLENT RESEARCH; BROADENING ACCESS; REVITALIZING EDUCATION; AND MISSION ENABLING

#### Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2010		FY 2011		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Excellent Research</b>						
<i>Research</i>						
Engage in research and discovery	102	8,493	102	8,669	0	176
<b>Broadening Access</b>						
<i>Digitization and Web Support</i>						
Provide improved digitization and Web support	7	260	7	268	0	8
<b>Public Programs</b>						
Provide reference services and information	16	394	16	410	0	16
<b>Revitalizing Education</b>						
<i>Education</i>						
Engage and inspire diverse audiences	2	408	2	411	0	3
<b>Mission Enabling</b>						
<i>Facilities</i>						
Improve the overall cleanliness and efficient operation of Smithsonian facilities	0	29	0	29	0	0
Implement aggressive and professional maintenance program	44	1,722	44	1,768	0	46
Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers	30	655	30	678	0	23
Provide a safe and healthy environment	2	103	2	105	0	2
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	5	313	5	320	0	7

Performance Objective/ Program Category	FY 2010		FY 2011		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b><i>Management Operations</i></b>						
Strengthen an institutional culture that is customer centered and results oriented	8	879	8	897	0	18
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	5	208	5	214	0	6
Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse	4	126	4	129	0	3
Modernize the Institution's financial management and accounting operations	13	568	13	587	0	19
Modernize and streamline the Institution's acquisitions management operations	15	388	15	400	0	12
<b>Total</b>	<b>253</b>	<b>14,546</b>	<b>253</b>	<b>14,885</b>	<b>0</b>	<b>339</b>

## BACKGROUND AND CONTEXT

In 2010, the United States and the Smithsonian will celebrate a century of scientific research in Panama. From the humble beginnings of a single research station on Barro Colorado Island (BCI), located in the middle of the Panama Canal, the Smithsonian Tropical Research Institute (STRI) is now the principal U.S. organization dedicated to advancing fundamental scientific discovery and understanding of biological diversity in the tropics and its contribution to human welfare. STRI plays a critical role for the U.S.

Government and the Smithsonian by maintaining world-class research facilities in Panama, where last year more than 1,200 resident and visiting scientists, representing 44 states in the United States and 42 countries around the world, accessed diverse tropical environments, including rain forest and coral reef ecosystems. STRI serves as official custodian for the Barro Colorado Nature Monument (BCNM) in Panama under the terms of the Convention on Nature Protection and Wildlife Preservation in the Western Hemisphere, ratified by the U.S. Senate in April 1941. The BCNM is the only mainland tropical reserve under U.S. stewardship.

The relevance, quality, and performance of STRI scientists is top tier, as evaluated by a Visiting Committee of outside experts. In their last review, the Visiting Committee used National Research Council criteria to measure the productivity and impact of STRI science compared to 142 of the best university research departments in the United States; STRI scientists ranked first in all measures of scientific relevance (e.g., publication citations), quality (e.g., scientific honors), and productivity (e.g., publication numbers). In addition, the number of young scientists who choose STRI as the base for their graduate and postgraduate research training provides an annual measure of the relevance and quality of STRI science to the future of tropical biology and

policy. FY 2009 marked the seventh year in a row that the number of visiting scientists and students choosing to base their research at STRI has increased from the previous year.

The long-term research conducted by STRI scientists and collaborators is a critical contribution to the Smithsonian Institution's 2010–2015 Strategic Plan "A Smithsonian for the 21st Century," set forth in 2009, particularly through its contributions to the Grand Challenge, *Understanding and Sustaining a Biodiverse Planet*. However, STRI also contributes to *Unlocking the Mysteries of the Universe* through its Paleontology program and to *Valuing World Cultures* through its Anthropology and Archeology programs.

A major goal of the 2010–2015 Strategic Plan for the Smithsonian is the implementation of interdisciplinary centers aimed at sparking innovative research and education programs, and brokering partnerships. The best current example of such an interdisciplinary center is the Smithsonian Institution Global Earth Observatories (SIGEOs), which have built on a unique research infrastructure that began at STRI in 1980. STRI leads the SIGEO initiative, which is shown in this justification under Biodiversity Center. SIGEO successfully links climate change expertise across Smithsonian science units, including the Smithsonian Environmental Research Center (SERC), the Smithsonian Conservation Biology Institute (part of the National Zoo), the National Air and Space Museum (NASM), National Museum of Natural History (NMNH), and the Smithsonian Astrophysical Observatory (SAO). To date, the Smithsonian has directed 12 FTEs and \$1,808,000 per year in federal funds, and more than \$38 million from other federal and private sources, toward the global network of Earth observatories. As one of the premier U.S.-led international partnerships, SIGEO integrates the SI network of forest dynamics plots with the U.S. Group on Earth Observations (USGEO), and promotes an international Global Earth Observation System of Systems (GEOSS) to further advance the progress of science across borders. Each forest plot is managed in each country by one or more partner institutions, and the SIGEO network is a partnership involving more than 50 institutions and hundreds of scientists from around the world.

STRI and SIGEO directly support the Administration's goals in the environmental sciences, and send a strong message regarding the U.S. commitment to providing objective, long-term data needed for understanding climate change. In the context of Global Earth Observatories, the Smithsonian collaborates with the Environmental Protection Agency (EPA), United States Geological Survey (USGS), U.S. Department of Agriculture (USDA) Forest Service, the National Oceanic and Atmospheric Administration (NOAA), the National Science Foundation (NSF) National Ecological Observation Network (NEON), and the National Aeronautics and Space Administration (NASA).

SIGEO promotes large-scale environmental monitoring and maintains enormous banks of data and metadata, which help galvanize advanced data networks and sophisticated analyses, extending from single forest plots to the remote sensing of forests at landscape scales monitored from space-based observatories.

For FY 2011, the budget estimate includes a net increase of \$339,000. This includes an increase of \$345,000 for necessary pay for existing staff funded under this line item and an adjustment of (-\$6,000) due to the FY 2010 Buyout process.

## **MEANS AND STRATEGY**

As part of its core mission, STRI continues to enhance the Smithsonian's platform for long-term research on biodiversity, ecosystems, and climate change. As part of this effort, STRI administers the SIGEO network of dynamic forest plots that now spans 34 sites in 20 countries, including 16 percent of all tree species. The network's overall aim is to forecast the effects of global climate change on forest function and biodiversity in tropical and temperate forests, and to provide objective and rigorous scientific data quickly to scientists, policy makers, and people around the world via the Internet.

Global climate systems and life on the planet are in flux. Policy makers and scientists need long-term data on the fluctuations in primary productivity of forests around the globe, as well as information on changes in the abundance and distribution of biological diversity, to distinguish the components of global change that can be ascribed to planetary processes from those that may be caused by human activity. The Smithsonian Institution is building on its unique research infrastructure to provide the required data by expanding its global network of dynamic long-term tropical forest plots into the temperate zone, and by collecting additional data on vertebrates, insects, and soil microorganisms, in addition to the trees that scientists have monitored for three decades. Smithsonian researchers will answer the following questions: Does climate change significantly alter forest biomass, and does the rate of carbon sequestration by forests vary with latitude, hydrological condition, and soil fertility? How are the diversity and the relative abundance of forest organisms changing over time and space? What components of observed changes are due to human activities? How can people modify their behavior and economies to ameliorate any changes that policy makers deem to be detrimental to global society?

The Smithsonian Institution is uniquely positioned to use SIGEO to broaden interdisciplinary research on complex ecosystems on a global scale. It will do this by expanding its extensive tropical forest-monitoring program

into temperate regions, and by significantly integrating science units within the Smithsonian. As a result of an \$8 million grant from the Hong Kong Shanghai Banking Corporation (HSBC), STRI, SERC, NZP, and NMNH are already participating in cross-unit research aimed at forecasting the consequences of global climate change on forest function and biodiversity.

Currently, SIGEO leverages huge intellectual horsepower; the network is extremely well used by independent, university-associated faculty and network partners. More than 200 scientists have published research from the SIGEO data sets, attesting to the broad usability and benefits of the network. One measure of this effective leveraging is the large number of NSF-funded research projects based within the network. Also, Harvard and Yale universities have provided \$9 million, in addition to \$10 million pledged from a single private donor, to support the network for the next five years, maintain partnerships with SIGEO, and strengthen the network's basic and social research programs.

SIGEO has established a Global Carbon Research Program to provide *in situ* measures of above- and below-ground carbon and its change over time in response to rising levels of carbon dioxide (CO<sub>2</sub>). A recent publication by SIGEO scientists, using 25 years' worth of data from two forest plots (in Barro Colorado Island, Panama and Pasoh, Malaysia), has shown that, despite increased atmospheric carbon fertilization, the growth rates of tropical forest trees have decreased, perhaps in response to global warming. Objective long-term data from a global network of forest plots provide critical empirical data for modeling carbon dynamics in the future, and permit direct measurement of the effectiveness of efforts to reduce carbon emissions worldwide.

In FY 2011, SIGEO will continue to cement the inter-unit advances involving STRI, SERC, NZP, and NMNH, resulting from an \$8 million grant by the HSBC to study the consequences of global climate change on carbon sequestered by the world's forests. Tropical and temperate forests are believed to behave differently with regard to carbon, owing to differences in seasonality and other climate factors. Using the same methodology as the tropical plots, the SIGEO initiative has taken advantage of long-term, forest plot-associated research at SERC, located in the Chesapeake Bay watershed in Maryland, and the National Zoo's Conservation and Research Center in the forests of Front Royal, Virginia, Harvard Forest, Massachusetts, Yosemite National Park, California, and Wind River, Washington, to quickly establish a series of large-scale temperate plots in the United States that permit direct comparison to the forests in the tropical plot network. Partnerships in temperate China and Europe have helped expand temperate-tropical and temperate-temperate comparisons to a global scale. The HSBC, a major donor, has formed a climate partnership with the Smithsonian and the environmental organization Earthwatch Institute to establish a regional training center on climate change at SERC and to

promote citizen involvement in climate change science. Furthermore, the National Zoo's Conservation and Research Center has become one of the National Ecological Observatory Network (NEON) sites, providing a tremendous opportunity for cross-fertilization and synergy between SIGEO and NEON.

## **ENABLING STRI'S MISSION THROUGH ORGANIZATIONAL EXCELLENCE**

STRI has just published its 20-year plan for upgrading its facilities, many of which date back to the pre-World War II era of Panama Canal defense. The 20-year STRI facilities plan represents a spectacular opportunity for the Smithsonian to provide its world-class group of tropical scientists with the modernized, sustainable, and state-of-the-science facilities needed to face the challenges of the 21st century, when biological problems will play a central role in global events. These facilities will continue to serve not only the Smithsonian, but also the scientific and academic community of the United States for decades to come. The rate of landscape transformation, the loss of forests and reefs in the tropics, an ever-growing population to feed and house, the danger of emerging diseases, and the still uncertain science of climate change, taken together, highlight the fact that the research done at STRI – and the national and international role of the Institute – has never been more important.

STRI also offers important facility resources for other federal agencies and universities. On the terrestrial side, STRI serves as the headquarters for SIGEO, and as a base for tsunami-monitoring equipment installed by the U.S. Geological Survey. The Institute provides the Environmental Protection Agency (EPA) with sites to monitor mosquitoes and their role as disease vectors, and assists the National Institutes of Health (NIH) with its funded projects to survey birds as carriers of avian influenza. On the marine side, the two-ocean stage provided by STRI marine facilities permits scientists to move between experiments in the eastern Pacific Ocean and Caribbean Sea in a few hours, and represents a principal component of the Smithsonian Marine Science Network extending from the Chesapeake to Florida, Belize and Panama. The recurring two-ocean theme in marine science at STRI has resulted in landmark studies of the evolution and ecology of tropical marine species and communities, as well as research funded by NSF and NIH for the ecologically guided discovery of new pharmaceutical compounds. Marine facilities with easy access to two oceans take on increased importance as an experimental platform for studying the impact of climate change and ocean acidification on coastal coral reefs, sea grasses, and mangroves.

The 20-year STRI facilities plan promotes a significant commitment to sustainability in the design and construction of new buildings, using innovative design features to create a safer and more productive work

environment while decreasing the ongoing costs of maintenance and security that will follow facility modernization. Importantly, the 20-year facilities plan takes advantage of real estate owned by the Smithsonian Institution to secure U.S. investment in laboratory buildings located adjacent to tropical rain forests and coral reefs. STRI excels at research on climate change, biodiversity, and landscape transformation in the tropics; with modernized facilities, STRI will continue to provide the research that the United States and the world will need to secure a sustainable future. The need is immediate. The Institute cannot support Smithsonian and Administration goals without facilities which are adequately sized for their intended purpose; establish environmentally sound and safe working conditions; provide the laboratory conditions necessary to house increasingly sophisticated technologies; reduce the costs of maintenance and repair; and attract the best and the brightest scientists to carry on the legacy of STRI's research excellence.

**NONAPPROPRIATED RESOURCES** — General trust funds support salaries for a small percentage of STRI employees involved in research, public outreach, and fund raising. Donor/sponsor-designated funds support specific programs and projects to investigate key indicators of global environmental health, such as the HSBC Climate Partnership.

Donor-designated support also provides an endowed chair for the director of STRI and an endowed staff position in tropical paleoecology. The chair in paleoecology currently investigates climate change over the last 60 million years, in part by taking advantage of the multi-billion-dollar expansion of the Panama Canal, which is exposing new fossils and geology during the massive excavations. The Panama Canal expansion is a unique opportunity to improve our understanding of the role that the Isthmus of Panama has played with regard to climate and biodiversity change through time. Donor-designated support also funds postdoctoral studies of the relationship between brain size and behavioral complexity, and postdoctoral fellowships in tropical marine biology, using STRI's Bocas del Toro and Galeta field stations in the Caribbean and its Naos laboratory and Rancheria Island field station in the eastern Pacific.

Government grants and contracts support programs such as the Panama International Cooperative Biodiversity Group (ICBG), funded by the NIH and administered by STRI, which conducts innovative biomedical research and training, and monitors wildlife that could be carriers of avian influenza and other animal-borne diseases.

## Introduction, *Valuing World Cultures*

As a steward and goodwill ambassador of cultural connections, with a presence in some 100 countries and expertise and collections that encompass the globe, the Smithsonian will build bridges of mutual respect and present the diversity of world cultures and the joy of creativity with accuracy and insight.

**RESEARCH Goal:** The Smithsonian contributes insights into the evolution of humanity and the diversity of the world's cultures, arts, and creativity.

**ACCESS Goal:** The Smithsonian will inspire audiences to explore the cultural and artistic heritages of diverse peoples.

UNITS primarily associated with this Grand Challenge:

- **Arthur M. Sackler/Freer Gallery of Art**
- **Center for Folklife and Cultural Heritage**
- **Cooper-Hewitt, National Design Museum**
- **Hirshhorn Museum and Sculpture Garden**
- **National Museum of African Art**

## ARTHUR M. SACKLER GALLERY/FREER GALLERY OF ART

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2009 ACTUAL	42	5,992	0	132	44	9,548	0	0
FY 2010 ESTIMATE	48	6,113	0	40	59	10,342	0	0
FY 2011 ESTIMATE	48	6,268	0	0	59	10,913	0	0

### **STRATEGIC GOALS: EXCELLENT RESEARCH; BROADENING ACCESS; REVITALIZING EDUCATION; STRENGTHENING COLLECTIONS; AND MISSION ENABLING**

#### **Federal Resource Summary by Performance Objective and Program Category**

Performance Objective/ Program Category	FY 2010		FY 2011		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Excellent Research</b>						
<i>Research</i>						
Engage in research and discovery	14	1,903	15	1,800	1	-103
<b>Broadening Access</b>						
<i>Digitization and Web Support</i>						
Provide improved digitization and Web support	0	0	1	115	1	115
<i>Public Programs</i>						
Provide reference services and information	0	0	1	95	1	95
<b>Exhibitions</b>						
Offer compelling, first-class exhibitions	13	1,590	14	1,770	1	180
<b>Revitalizing Education</b>						
<i>Education</i>						
Engage and inspire diverse audiences	0	0	4	559	4	559
<b>Strengthening Collections</b>						
<i>Collections</i>						
Improve the stewardship of the national collections	8	1,091	8	1,220	0	129
<b>Mission Enabling</b>						
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	2	205	2	220	0	15
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	3	426	0	0	-3	-426

Performance Objective/ Program Category	FY 2010		FY 2011		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	8	898	0	0	-8	-898
Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse			1	187	1	187
Modernize the Institution's financial management and accounting operations			2	302	2	302
<b>Total</b>	<b>48</b>	<b>6,113</b>	<b>48</b>	<b>6,268</b>	<b>0</b>	<b>155</b>

## BACKGROUND AND CONTEXT

The Freer Gallery of Art and the Arthur M. Sackler Gallery (FSG) celebrate the artistic traditions of Asia, and are widely regarded as among the most important collections of Asian art in the world. The Museums collect, study, exhibit, and preserve exemplary works of Asian art, as well as works by Whistler and other American artists of the "Aesthetic Movement" as represented in Charles Lang Freer's original gift. The combined resources of the Museums are directed toward programs that advance understanding of the arts of Asia and of the Museums' collections.

To meet the goal of Excellent Research, the FSG will devote resources to maintain the outstanding conservation and scientific research programs currently in place for the analysis, study, and conservation of Asian art and objects. There will be another in the series of conferences, under the title of the Forbes Symposium, on conservation science in the context of Asian art. Scholarly research on the collections, as well as broader research on Asian art and culture, will be enhanced with the establishment of a dedicated position to oversee scholarly programs and publications. The Museums will also host a three-day workshop for curators of Asian art in American museums, a gathering that is intended to be the first of an annual series.

To achieve the goal of Broadening Access, the FSG will continue to host international loan exhibitions and complementary public programs, as well as to expand the number and range of exhibitions and loans offered to other museums throughout the nation and worldwide. As part of the Museums' five-year Strategic Plan initiated in 2008, the Museums will launch a redeveloped website to improve both public and scholarly access to FSG collections.

To support the goal of Mission Enabling through organizational excellence, the FSG will continue to participate in programs designed to improve the Institution's management and financial systems, and continue to evaluate and modernize its internal organization and systems. The Museums

will introduce a new management tracking system that it has commissioned from ManagePro.

For FY 2011, the budget estimate includes a net increase of \$155,000. This includes an increase of \$192,000 for necessary pay for existing staff funded under this line item and an adjustment of (-\$37,000) due to the FY 2010 Buyout process.

## MEANS AND STRATEGY

To achieve the goals of Broadening Access and Revitalizing Education, the FSG has held numerous high-profile exhibitions to raise attendance and reassert the FSG's pre-eminence in the field of Asian art. This has proved highly successful, but also costly in terms of financial and staff resources. In accordance with the five-year Strategic Plan of 2009, the FSG plans to reduce our exhibition schedule somewhat, and to concentrate more activity on the Museum's permanent collections.

For FY 2011, the FSG will present two major international loan exhibitions and continue its contemporary art programming, as well as reinvigorate and re-emphasize its thematic exhibitions drawn from the FSG's permanent collections. The year will begin with two exhibitions of Tibetan art. One will be art-historical in emphasis, and will look at the painting style and influence of a Lama who was a spiritual leader, painter, and aesthetician. It will be drawn from the collections of a new affiliate of the Smithsonian, the Rubin Museum of Art in New York, and will be part of the Museums' *Asia in America* program, which highlights holdings of Asian art in North American collections. The second will be the display of a private Tibetan shrine, with some 200 sculptures and wall hangings. The owner is considering making this shrine a gift to the Smithsonian.

FY 2011 will close with a loan show from the national Museum in Phnom Penh, Cambodia, which will recognize the help our museums gave in establishing a highly successful metal conservation laboratory. In the past two years, the FSG has set up a ceramics conservation lab in the national Museum.

Traveling exhibitions will continue to play a major role in FY 2011. The FSG exhibition *Garden & Cosmos: The Royal Paintings of Jodhpur*, after its display in Seattle and the British Museum in London, was sent in late 2009 to Australia, and will now open in the National Museum in Delhi. Discussions are now under way with the Foreign Ministry of Portugal about doing a revised version of the major exhibition *Encompassing the Globe: Portugal and the World in the 16th and 17th Centuries* in the Shanghai Museum of Art.

To strengthen collegial ties and offer a regular program on the arts of Asia to new audiences, the FSG will continue to develop a network of museum partners, often where collections and/or areas of expertise are lacking. For example, discussions are being resumed with the Singapore Ministry of Culture about a global travel schedule for a major show of early Chinese ceramics, gold and silver artifacts which were discovered in a shipwreck. The FSG would be the tour organizer, and the show would come to Washington, DC.

As part of its goal to advance Revitalizing Education, and to provide greater access to high-quality educational resources, the FSG will be looking more carefully at state, county, and municipal educational mandates to ensure that the FSG's programs support public schools' curricula. In addition, the FSG will devote more effort to develop long-lasting teaching materials based on the FSG's world-renowned collections, and to place more educational resources on the FSG website to make it the premier online resource in the United States for information on the arts of Asia.

In the area of Strengthening Collections management, the FSG plans to increase public access to the collections through digital technology, and to ensure data integrity in the digital collections management system. Additionally, the FSG will work toward effectively using grants for students to work on collections management records, providing for timelier and greater public access to the entire collection. In FY 2009, the FSG conducted a major space allocation study with consultants from New York and London, and some of the proposals will be implemented, funding permitting, in the course of FY 2010 and FY 2011. A major overhaul of the library is taking place in FY 2010 FY 2011 to address the lack of expansion space for the collections, with the result that the FSG can now avoid off-site storage for a major part of the collection.

With a special allocation of funds to the Smithsonian, the FSG will continue its research into Nazi-era provenance issues. In FY 2009, this project made huge strides, and the Museums are now intending to develop an international network of collaborating institutions, beginning with the Far East Asia Art Museum in Berlin, Germany, and the Rietberg Museum in Zurich, Switzerland, to start collaborations in earnest in FY 2011.

Visitor surveys will be conducted throughout FY 2010, and the FSG expects to implement their recommendations in FY 2011. The FSG plans to survey visitors to determine their interest in the use of increased technology in exhibitions, as well as in the use of hand-held, electronic, self-guided tours. The FSG will continue to focus on making its collections accessible to the public through its website, with a complete overhaul of its online collections.

The website will offer a new search facility and an expanded number of objects for viewing and research by national and international audiences.

To achieve the goal of Strengthening Collections, the FSG will continue to devote resources to its internationally renowned conservation department and laboratory. Research work in the analysis, study, conservation, and long-term preservation of Asian art objects and materials of Asian art will help guarantee that objects from the FSG's collections and many other museums remain accessible to future generations. In FY 2011, curators and researchers will continue to study and publish new research on the collections, including the recent gift of Japanese prints from the Robert O. Muller collection, ancient Chinese art donated by Dr. Paul Singer, the extensive collection of ancient Chinese jades, and the recently acquired collection of Japanese books from the Gerhard Pulverer Collection.

The Getty Foundation selected the FSG to be part of an international consortium of nine museums to help establish protocols for online publications of collections. In FY 2009, the Getty Foundation awarded the FSG a major planning grant to pilot work on the Pulverer Collection, and work on this will proceed through FY 2011.

In FY 2010, the FSG will appoint a dedicated staff person to oversee and coordinate scholarly research and publications. The incumbent's task will be to foster closer links with university partners, such as the University of Michigan, oversee the fellowship program, organize scholarly conferences, and supervise the publication of the *Ars Orientalis* journal and a newly revived scholarly monograph series.

Research Fellows will work on projects of special interest, as well as conduct research on the FSG's permanent collection. To safeguard the conservation department's reputation as one of the world's finest scientific research and conservation centers for Asian art, the FSG also will begin a program to modernize its equipment inventory through upgrades, enhancements, or replacement of outdated equipment.

To meet the goal of Mission Enabling, the FSG plans to introduce improved administrative efficiencies and reporting mechanisms. As part of these improvements, the Museums will enhance accountability by linking the strategic plans and goals of the Museums directly to departmental activities and outputs, which will ensure that resources are effectively deployed and managed. All this will be monitored by introducing a major management tracking system in FY 2010.

**NONAPPROPRIATED RESOURCES** — General trust and donor/sponsor-designated funds are generated from memberships, Museum shop sales, special events, unrestricted and restricted gifts and grants, and endowment income. The Freer Gallery of Art and the Arthur M. Sackler Gallery are highly dependent upon nonappropriated sources to fund the programs and operations necessary to provide the quality of exhibitions, programs, and publications expected by visitors and scholars.

## CENTER FOR FOLKLIFE AND CULTURAL HERITAGE

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/Sponsor-Designated		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2009 ACTUAL	14	2,781	14	1,520	3	821	0	82
FY 2010 ESTIMATE	18	2,282	13	1,347	1	300	2	1,817
FY 2011 ESTIMATE	18	2,340	11	1,362	0	50	0	0

### **STRATEGIC GOALS: BROADENING ACCESS; REVITALIZING EDUCATION; STRENGTHENING COLLECTIONS; AND MISSION ENABLING**

#### **Federal Resource Summary by Performance Objective and Program Category**

Performance Objective/ Program Category	FY 2010		FY 2011		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Broadening Access</b>						
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	11	1,309	11	1,342	0	33
<b>Revitalizing Education</b>						
<i>Education</i>						
Engage and inspire diverse audiences	2	323	2	329	0	6
<b>Strengthening Collections</b>						
<i>Collections</i>						
Improve the stewardship of the national collections	2	215	2	221	0	6
<b>Mission Enabling</b>						
<i>Security and Safety</i>						
Provide a safe and healthy environment	0	100	0	100	0	0
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	1	125	1	132	0	7
<i>Management Operations</i>						
Modernize the Institution's financial management and accounting operations	2	210	2	216	0	6
<b>Total</b>	<b>18</b>	<b>2,282</b>	<b>18</b>	<b>2,340</b>	<b>0</b>	<b>58</b>

#### **BACKGROUND AND CONTEXT**

The Center for Folklife and Cultural Heritage (CFCH) is a research and educational unit of the Smithsonian Institution with the mission of

"promoting the understanding and continuity of diverse, contemporary grassroots cultures in the United States and around the world." It is the largest of a triumvirate of federal offices (with the Library of Congress' American Folklife Center and National Endowment for the Arts' Folk and Traditional Arts program) that support traditional arts and culture in the United States and abroad. For more than four decades, the Center has accomplished this mission through research, documentation, presentation, dissemination, conservation, and continuation of traditional knowledge and artistry in collaboration with literally thousands of organizations, foundations, and governments in the United States and worldwide. Its most visible public products are the Smithsonian Folklife Festival and Smithsonian Folkways recordings, which directly reach many millions of people per year and have earned major recognition such as 19 Grammy Award nominations, as well as four Grammy Awards and one Latin Grammy Award since 1997. The CFCH, with its highly qualified and professional staff and first-rate production capabilities for public events, also produces a wide range of other products: multi-media website features and publications; exhibitions; documentary films; symposia; print publications; educational materials; and more. Ethnographic research and documentation are fundamental to all of its products and anchor its active engagement in high-profile international cultural heritage policy discussions. Its Ralph Rinzler Folklife Archives and Collections house, preserve, catalogue, and provide access to the collections derived from CFCH research and presentations. Professional training and advancement efforts include offering and hosting fellowship programs, internships, and research opportunities.

For FY 2011, the budget estimate includes an increase of \$58,000 for necessary pay for existing staff funded under this line item.

## **MEANS AND STRATEGY**

Research, production capacity, and entrepreneurial resource leveraging are CFCH's principal means of accomplishing its core mission, employing more than half its staff, creating its public products, and delivering them to a broad national and international public. Institutional collaboration and major public impact far beyond Washington are its key strategies in fulfilling its mission. Institutional collaborations (more than 100 partnerships in the past three years), fund raising, and mission-driven business activities leverage the Center's modest federal investment many times over to reach nearly 20 million people per year through the Smithsonian Folklife Festival (one million visitors), Smithsonian Folkways Recordings (10 + million listeners via recordings, radio programs, downloads, streams), websites (6 + million), and other products. The CFCH also periodically applies its event production capacity to put on other major, national cultural events consistent with its mission, such as the National World War II Reunion, the First Americans

Festival for the opening of the National Museum of the American Indian, and programs for the Olympic Games and Presidential inaugurations.

In 2010 and 2011, the CFCH expects to collaborate with at least nine other Smithsonian units to create and deliver programmatic content. The yield from research of ethnographic information and multi-media primary sources makes its Ralph Rinzler archives one of the principal resources in its field internationally. Via the Folklife Festival, 2010 and 2011 will bring much new documentation of Asian Pacific cultures of the metro Washington, DC region (2010), diverse, regional Mexican cultures (2010), American rhythm and blues musical culture (2011), and traditional cultures of Colombia (2011). Documenting these cultures will enable the Center to address the Smithsonian Grand Challenges of Understanding the American Experience and Valuing World Cultures. These major events are in collaboration with the National Museum of African American History and Culture (NMAAHC), the Smithsonian Latino Center, and the Smithsonian Asian Pacific American Program as well as the governments of Mexico and Colombia. A third program for the 2010 Festival will turn the spotlight on our own institutional culture, highlighting the four Grand Challenges. Titled *Smithsonian Inside Out*, this program will showcase the many skills and roles of SI workers — scientists, curators, archivists, conservators, security experts, exhibition fabricators, and many more — presenting their behind-the-scenes work, research, passion, and occupational skills to an audience of one million visitors. In 2010 and 2011, the CFCH will further harness the power and reach of the Web to broaden access to Festival content far beyond the Mall through programmatic features preceding, during, and following the 10-day Mall event.

In 2010 and 2011, Smithsonian Folkways Recordings, will produce at least 15 original documentary recordings of music from the United States and cultures around the world, including music from Central Asian, Latin American, and African American traditions. A singular, major product will be a six-CD set covering nearly a century of jazz history, tailored to university education as well as to the interests of enthusiasts of America's signature music. In addition, Folkways will continue to extend its reach to millions more listeners, distributing its 3,000 album titles and 42,000+ tracks of audio to teachers, students, scholars, and the general public. Digital distribution will expand further, opening new horizons for the creation and delivery of the Center's educational content via downloadable streams, RSS "podcast" feeds, and multi-media video features. Folkways expects its own Web visitation to increase to more than six million hits in 2010 and seven million in 2011. Folkways will also bolster its million-plus circulation of digital content from non-Smithsonian websites such as iTunes U. It will expand its collaboration with a private partner to deliver the entire Folkways collection to more than 450 libraries throughout the continent and beyond. The *Musica*

*del Pueblo* virtual exhibition featuring video and audio recordings and text on Latino roots musical traditions, will expand its offerings of American and Latin American content. This mission-critical content will also leverage additional revenues through online and retail sales.

The Ralph Rinzler Folklife Archives and Collections will tackle two principal challenges in 2010 and 2011— receiving a plethora of incoming ethnographic research, and assessing, cataloguing, preserving, and making available endangered, valuable, multi-media holdings through sharp prioritization of delicate and critical collections materials.

Center curators and research staff will continue to publish books, articles, and Web features, and make professional presentations at gatherings of specialists. One special book in progress will explore curatorial challenges, approaches, and highlights via the Smithsonian Folklife Festival. The CFCH's Cultural Heritage Policy team will continue its vital participation in U.S. and United Nations Educational, Scientific and Cultural Organization (UNESCO) cultural heritage policy formulation through consultation with the U.S. Department of State, cooperative work with the UNESCO, and collaborations with other national and international organizations.

The Center will contribute to the Smithsonian's goal of Mission Enabling by taking special steps to provide for the security and safety of people and property outdoors on the National Mall during the Festival period, and for equipment in need of adequate storage year-round. The Center will also continue to improve its information technology infrastructure and related project budgeting and planning.

**NONAPPROPRIATED RESOURCES** — General trust funds provide support for salaries and benefits of personnel. Donor/sponsor-designated funds provide support for costs related to specific projects such as the Smithsonian Folklife Festival and several other educational programs. Income from sales of Smithsonian Folkways Recordings pays staff salaries and expenses. In 2009, more than \$4.7 million was raised in outside revenues, grants, and contracts.

## COOPER-HEWITT, NATIONAL DESIGN MUSEUM

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2009 ACTUAL	31	3,534	27	3,838	9	4,492	0	51
FY 2010 ESTIMATE	34	4,103	26	5,426	9	4,391	0	70
FY 2011 ESTIMATE	34	4,162	26	5,450	9	4,500	0	70

**STRATEGIC GOALS: EXCELLENT RESEARCH; BROADENING ACCESS; REVITALIZING EDUCATION; STRENGTHENING COLLECTIONS; AND MISSION ENABLING**

**Federal Resource Summary by Performance Objective and Program Category**

Performance Objective/ Program Category	FY 2010		FY 2011		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Excellent Research</b>						
<i>Research</i>						
Ensure the advancement of knowledge in the humanities	4	325	4	332	0	7
<b>Broadening Access</b>						
<i>Digitization and Web Support</i>						
Provide improved digitization and Web support	0	0	1	90	1	90
<b>Public Programs</b>						
Provide reference services and information	1	120	1	122	0	2
<b>Exhibitions</b>						
Offer compelling, first-class exhibitions	4	295	4	302	0	7
<b>Revitalizing Education</b>						
<i>Education</i>						
Engage and inspire diverse audiences	3	250	3	255	0	5
<b>Strengthening Collections</b>						
<i>Collections</i>						
Improve the stewardship of the national collections	7	1,622	7	1,634	0	12
<b>Mission Enabling</b>						
<i>Facilities</i>						
Improve the overall cleanliness and efficient operation of Smithsonian facilities	8	744	8	757	0	13
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	2	257	1	171	-1	-86

Performance Objective/ Program Category	FY 2010		FY 2011		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b><i>Management Operations</i></b>						
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	1	80	1	82	0	2
Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse	1	105	1	107	0	2
Modernize the Institution's financial management and accounting operations	3	305	3	310	0	5
<b>Total</b>	<b>34</b>	<b>4,103</b>	<b>34</b>	<b>4,162</b>	<b>0</b>	<b>59</b>

## BACKGROUND AND CONTEXT

Cooper-Hewitt, National Design Museum (CHNDM), located in New York City, is the only museum in the nation dedicated exclusively to historic and contemporary design. Its collection is international in scope and encompasses 250,000 objects representing 24 centuries of design, from China's Han Dynasty (200 B.C.) to the present. The Museum presents compelling perspectives on the impact of design on daily life through active educational programs, exhibitions, and publications.

As the design authority of the United States, CHNDM's programs and exhibitions demonstrate how design shapes culture and history — past, present, and future. To achieve the Institution's goals of Broadening Access and Revitalizing Education, the Museum will continue its dynamic exhibition programming and active roster of educational and public programs, as well as expand the number of programs offered in venues outside the New York metropolitan area in 2011. Together, these programs will help CHNDM engage larger, more diverse audiences, and fulfill its mission to serve as a catalyst for design education, both nationally and internationally.

The Museum devotes resources to ensure the advancement of knowledge in the humanities by fostering a greater understanding of the role of design in everyday life and its impact on shaping the built environment of past and future centuries; and to encourage the "by-products" of design thinking — such as creative problem solving and team working — in other disciplines and areas of life, through an interactive, engaging online experience.

For FY 2011, the budget estimate includes a net increase of \$59,000. Included is an increase of \$105,000 for necessary pay for existing staff funded under this line item; an adjustment of (-\$55,000) due to the FY 2010 Buyout process; and \$9,000 for renting leased collections storage space, which is justified in the Mandatory Costs section of the budget.

## **MEANS AND STRATEGY**

To achieve the goal of Broadening Access, CHNDM will concentrate its resources on maintaining a world-class exhibition program that will attract diverse audiences and provide visitors with a balance of historic and contemporary design shows. Each of the upcoming exhibitions in FY 2011 will feature significant objects and original theses, and will have a strong appeal to a diverse audience of visitors. The major exhibitions will be *Van Cleef and Arpels: The Spirit of Beauty* and *Sonia Delaunay*. Smaller surveys of design will include the *Collection Selects: David Adjaye* and *Quicktakes* exhibitions.

CHNDM has received a \$600,000 grant from The Rockefeller Foundation to develop its groundbreaking 2007 *Design for the Other 90%* exhibition into an ongoing series that will continue to focus on design solutions that address 90 percent of the world's population not traditionally served by the professional design community.

In fall 2011, the Museum will present the first in a series of exhibitions examining the complex issues arising from the unprecedented rate of population growth projected to take place in the next 20 years, primarily in the southern hemisphere. The exhibition, titled *Critical Mass*, will explore the multi-disciplinary, overlapping relationships among urban planning and design, education, social entrepreneurship, climate change, sanitation and water, migration, public health, and affordable housing in these underprivileged communities.

In conjunction with these exhibitions and design surveys, the Museum will offer a series of public programs, such as lectures, panels, workshops, studio visits, international conferences, and study tours, to engage and inspire the general public as well as professional, youth, and education-oriented audiences.

CHNDM resources will continue to support the strategic goal of Excellent Research, ensuring the advancement of knowledge in the humanities through exhibition-related scholarly research to create the most innovative and educational exhibitions for the public. The Museum anticipates that important new research will be published in conjunction with each major exhibition presented in FY 2011. Catalogues also may be published for the *Van Cleef and Arpels: The Spirit of Beauty* and *Sonia Delaunay* exhibitions, depending on whether private funding can be secured.

To achieve the goal of Strengthening Collections, the Museum will continue its stewardship of the national design collection; in addition, the Museum will catalogue and put an additional 3,000 objects in the electronic collections information system and on the Web by the end of FY 2011. The Museum will also continue to support an on-site graduate program on the history of decorative

arts and design, which will enable students and scholars to access objects in CHNDM's collections.

In FY 2011, the Museum will have completed moving most of its stored collections off site to make room for the renovation of the mansion, which will involve renovation on two townhouses and is expected to begin in FY 2010 and continue through the beginning of FY 2012. This major renovation will significantly increase the amount of exhibition space available, thereby making more of CHNDM's collections accessible to the public.

To achieve the goal of Revitalizing Education, CHNDM continues to engage and inspire diverse audiences through continual national outreach efforts. CHNDM plans to expand its "City of Neighborhoods" program beyond five venues outside the New York City area in FY 2011, including Louisiana, Virginia, Michigan, Indiana, and Connecticut. This innovative program brings architects, educators, and planners together to extend the classroom into the community and apply design education to a neighborhood concept, enabling teachers to take this model back to the classroom for development of similar programs for K-12 students and for after-school programs. The program's goal is to use design to promote civic engagement and to involve young people in positive community change.

The Museum will also continue to offer an expanded Summer Design Institute program nationally as well as in New York City. This program is geared to K-12 educators and draws a steadily increasing national and international audience each year. In 2011, special emphasis will be placed on using the design process to enhance science, technology, engineering, and math (STEM) skills.

CHNDM hopes to make its educational opportunities available to a broader audience in FY 2011 through greater use of the World Wide Web. In particular, the Museum plans to devote resources to increasing the accessibility of its educational programs through its website for K-12 teachers, [educatorsresourcecenter.org](http://educatorsresourcecenter.org), through increased components of the "City of Neighborhoods" and Smithsonian Design Institute programs to support the growing network of program participants and to make program resources available to broader audiences. The Educators' Resource Center is a website that uses downloadable lesson plans aligned to national standards to show K-12 teachers how design-based learning works with diverse learning styles. Cooper-Hewitt's Educators' Resource Center provides educators with the resources they need to engage in the design process and use it effectively in their classrooms.

To further the Smithsonian's goal of Mission Enabling, CHNDM will enhance the reputation of the Smithsonian by maintaining substantive relationships with state and local governments and the news media. The Museum will increase its public relations efforts directed toward local, regional, national,

and international press outlets, and will seek news media coverage in periodicals related to its field.

Mission Enabling support goals will be achieved through reviews of on-site and off-site storage, redesign of CHNDM's website to create a world-class online resource for design education, and streamlined financial systems to improve the efficiency of the procurement process.

#### **FY 2011 REQUEST — EXPLANATION OF CHANGE**

For FY 2011, the budget estimate includes an increase of \$59,000. This amount includes \$105,000 for necessary pay for existing staff funded under this line item; an adjustment of (-\$55,000) due to the FY 2010 Buyout process; and \$9,000 for renting leased collections storage space, which is justified in the Mandatory Costs section of the budget.

**NONAPPROPRIATED RESOURCES** — General trust funds are generated from memberships, Museum shop sales, admissions, special events, and unrestricted donations. These revenues support exhibitions, publications, and general operating expenses. Donor/sponsor-designated funds support specific programs and projects.

## HIRSHHORN MUSEUM AND SCULPTURE GARDEN

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2009 ACTUAL	41	4,418	3	770	16	4,369	0	0
FY 2010 ESTIMATE	47	4,412	1	650	15	4,801	0	0
FY 2011 ESTIMATE	47	4,445	1	650	15	5,000	0	0

**STRATEGIC GOALS: EXCELLENT RESEARCH; BROADENING ACCESS; REVITALIZING EDUCATION; STRENGTHENING COLLECTIONS; AND MISSION ENABLING**

**Federal Resource Summary by Performance Objective and Program Category**

Performance Objective/ Program Category	FY 2010		FY 2011		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Excellent Research</b>						
<i>Research</i>						
Ensure the advancement of knowledge in the humanities	3	344	3	344	0	0
<b>Broadening Access</b>						
<i>Digitization and Web Support</i>						
Provide improved digitization and Web support	1	130	1	130	0	0
<b>Public Programs</b>						
Provide reference services and information	3	332	3	332	0	0
<b>Exhibitions</b>						
Offer compelling, first class exhibitions	17	1,550	17	1,561	0	11
<b>Revitalizing Education</b>						
<i>Education</i>						
Engage and inspire diverse audiences	5	488	5	498	0	10
<b>Strengthening Collections</b>						
<i>Collections</i>						
Improve the stewardship of the national collections	11	961	11	973	0	12
<b>Mission Enabling</b>						
<i>Facilities</i>						
Improve the overall cleanliness and efficient operation of Smithsonian facilities	1	95	1	95	0	0

Performance Objective/ Program Category	FY 2010		FY 2011		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b><i>Management Operations</i></b>						
Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse	2	150	2	150	0	0
Modernize the Institution's financial management and accounting operations	3	297	3	297	0	0
Modernize and streamline the Institution's acquisitions management operations	1	65	1	65	0	0
<b>Total</b>	<b>47</b>	<b>4,412</b>	<b>47</b>	<b>4,445</b>	<b>0</b>	<b>33</b>

## BACKGROUND AND CONTEXT

The Hirshhorn Museum and Sculpture Garden (HMSG) is a leading voice for contemporary art and culture, and provides a national platform for the art and artists of our time. The Museum seeks to share the transformative power of modern and contemporary art with audiences at all levels of awareness and understanding by creating meaningful, personal experiences in which art, artists, audiences, and ideas converge. The HMSG enhances public understanding and appreciation of contemporary art through acquisition, exhibitions, education and public programs, conservation, and research.

The Museum allocates resources to further the Institution's goals so that progress toward one goal supplements work toward the others. For instance, through its efforts under Excellent Research, the HMSG has developed a deep expertise in the conservation of time-based media works that are at the forefront of contemporary art, and this knowledge enables the Museum to sustain these works under the goal of Strengthening Collections, and to display these works in compelling exhibitions under the goal of Broadening Access.

The HMSG dedicates a significant portion of its resources to the Institution's goal of Broadening Access, primarily through its presentation of insightful, deeply researched exhibitions of modern and contemporary artists, many of them with novel thematic interpretations that win critical and public acclaim. The HMSG supplements these exhibitions with an active roster of public programs, critical essays, and carefully selected images in original catalogues, and through continued progress in digitizing images of every work in the collection and posting them to the Museum's website.

The Museum's extensive collection is central to its purpose, and, pursuant to the Institution's goal of Strengthening Collections, the HMSG dedicates another substantial portion of its resources to the preservation of its thousands of artworks. Moreover, the HMSG makes these artworks available to museums around the country with a very active loan program, and lends staff expertise on conservation matters to arts organizations around the globe.

The Museum contributes to Revitalizing Education with numerous educational programs, including a gallery interpretive guide project that is adapted to audience areas of interest and ongoing research from many fields of contemporary culture, and efforts to bring senior, non-museum education professionals into programs where they can expand on the HMSG's didactic approaches. The Museum pursues the goal of Mission Enabling by constantly improving its financial and administrative management tools and procedures.

For FY 2011, the budget estimate includes a net increase of \$33,000. This includes an increase of \$128,000 for necessary pay for existing staff funded under this line item and an adjustment of (-\$95,000) due to the FY 2010 Buyout process.

## **MEANS AND STRATEGY**

In FY 2011, Excellent Research will be given extra attention as the Museum hosts a major public forum on the cross-connections between art, design, technology and education, with panelists invited from around the world and the programs themselves made available via the Internet. Also, tying into the Museum's own focus on thematic exhibitions, resources will be devoted to the deep research of the HMSG's own collection, and those around the world, to develop major exhibitions on the history of animation as it has been used in cultures around the world.

In FY 2011, exhibitions will remain the principal means by which the Museum achieves the goal of Broadening Access and engaging the public with modern and contemporary art. The Museum will present a major mid-career survey of Argentine artist Guillermo Kuitca (through a collaboration with the Miami Art Museum and the Albright-Knox Art Gallery), as well as a major survey of the work of German artist Blinky Palermo. Also under development is a potential collaboration with the Museum of Contemporary Art in Los Angeles, featuring major pieces of light and space art by Latin American artists. The FY 2011 *Directions* series will continue to feature work by important young artists. Potential collaborations currently under investigation include projects with Mario Garcia Torres, Cyprien Gaillard, Rafael Lozano-Hemmer, and Peter Coffin. A continuing series of new moving-image works by emerging artists will also be displayed in the Museum's dedicated Black Box gallery. All exhibitions will be complemented by numerous public tours led by docents, interpretive guides, curators, and artists.

FY 2011 will also see the circulation of the HMSG's widely admired moving-image exhibition, *The Cinema Effect*, in stages, to three museum venues in Spain, and the continuation of the national tour of the HMSG's important Yves Klein exhibition at the Walker Art Center in Minneapolis. Substantial

planning and development will continue in FY 2011 for major exhibition projects opening in upcoming years, including a thematic survey of the imagery and processes of destruction in international post-war art; a survey of the role of the landscape in the development of American, 20th century abstract art; and a thematic exploration of animation and new moving-image technologies in art. Other possible future projects and collaborations that may begin development in FY 2011 include a major survey of Chinese artist Ai Weiwei, a display of Andy Warhol's iconic "shadow paintings," future *Directions* collaborations, future guest-curated displays of the permanent collection for the HMSG's *Ways of Seeing* series, and other collections-based exhibitions.

The Museum will also support Broadening Access by further developing its website, specifically to leverage the expanding tools and methods of social media, and thereby take advantage of these growing cultural mainstays, used by people around the world, to promote awareness of the Museum and its educational programming. The HMSG will supplement its digital outreach with continued publication of its award-winning quarterly magazine and original catalogues that extend the experience of the exhibitions in its galleries.

The Museum will support Revitalizing Education with a continued full roster of diverse educational programs. Working artists will design and lead Artist at Work and Art Lab for Teens workshops, doing several sessions for each program across multiple weeks, for middle school and high school students. Artists will also present their ideas and inspirations to people of all ages in the "Meet the Artist" programs. The HMSG will continue to present more than a dozen free films that further the themes of exhibitions presented in its galleries or showcase independent artistic and documentary film makers from around the world. The Museum's forum on the cross-currents of art, design, technology and education will be its most recognized educational program of FY 2011. However, the HMSG's ongoing "Interpretive Guides" and "Educators" programs, which bring advanced art students and teachers from many backgrounds into the galleries to facilitate individual analysis of the artworks, will be the most informative encounters most visitors have with art and culture. The Museum's highly acclaimed "After Hours" programs will be back again, combining distinctive live performances with extended hours for the exhibition galleries and a social gathering that has no peer in the nation's capital.

In FY 2011, the Museum's primary action toward Strengthening Collections will be to sustain progress on its multi-year project to shift 60 percent of its collection to a secure storage location at the Museum Support Center in Suitland, Maryland. This will gradually open up on-site storage facilities to promote better conditions and safeguard the remaining artworks, and at the same time allow curators and educators greater access to these works to develop new programming. The HMSG will also partner with the

Smithsonian American Art Museum to present a symposium on the conservation issues related to time-based media (e.g., film, digital video and audio) artworks.

Other ongoing cataloguing activities will include the completion of collection surveys of artworks in rubber and plastic, and maintaining the process of photographing works of the collection in order to post ever more digital images of the collection to the Museum's public website. If the space redesign plans for the Museum's lower level are completed by FY 2011, work will begin on upgrading and expanding the conservation laboratories.

The Museum will support the objectives of Mission Enabling with bold facilities projects and improved procedures. HMSG focuses on curating public spaces, including its plaza and the areas between its walkways and sculpture garden, and so will collaborate with artists, designers, and central Smithsonian engineering to renovate and upgrade its facilities. The HMSG administration will work to implement the Institution's improved procedures for accountable property and travel and expense reimbursements, and will educate staff on the application of these procedures.

**NONAPPROPRIATED RESOURCES** — General trust funds support salaries and benefits of administrative and development personnel, as well as some programs and public relations staff, development activities, and exhibition and program-related costs. Donor/sponsor-designated funds support development, exhibitions, public programs, communications, and marketing.

## NATIONAL MUSEUM OF AFRICAN ART

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2009 ACTUAL	29	4,336	2	656	0	905	0	0
FY 2010 ESTIMATE	32	4,504	2	508	1	558	0	0
FY 2011 ESTIMATE	32	4,532	2	508	1	558	0	0

### **STRATEGIC GOALS: BROADENING ACCESS; REVITALIZING EDUCATION; STRENGTHENING COLLECTIONS; AND MISSION ENABLING**

#### **Federal Resource Summary by Performance Objective and Program Category**

Performance Objective/ Program Category	FY 2010		FY 2011		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Broadening Access</b>						
<i>Public Programs</i>						
Provide reference services and information	4	454	4	457	0	3
<b>Exhibitions</b>						
Offer compelling, first-class exhibitions	10	1,720	10	1,729	0	9
<b>Revitalizing Education</b>						
<i>Education</i>						
Engage and inspire diverse audiences	5	672	5	676	0	4
<b>Strengthening Collections</b>						
<i>Collections</i>						
Improve the stewardship of the national collections	4	589	4	593	0	4
<b>Mission Enabling</b>						
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	1	128	1	129	0	1
<b>Management Operations</b>						
Strengthen an institutional culture that is customer centered and results oriented	5	650	5	654	0	4
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	1	102	1	103	0	1
Modernize the Institution's financial management and accounting operations	2	189	2	191	0	2
<b>Total</b>	<b>32</b>	<b>4,504</b>	<b>32</b>	<b>4,532</b>	<b>0</b>	<b>28</b>

## **BACKGROUND AND CONTEXT**

Africa — the cradle of humanity — is part of everyone's heritage. The mission of the National Museum of African Art (NMAfA) is to foster an appreciation of that heritage and understanding of the continent of Africa and its rich artistic traditions. The Museum accomplishes this through exhibitions, collections, publications, research, and public programs that stimulate an interest in and awareness of the diverse cultures in Africa and its diasporas as they are embodied in aesthetic achievements in the visual arts. The Museum collects and exhibits ancient to contemporary works of art from the entire continent of Africa. NMAfA's activities and programming support the Grand Challenges of the Smithsonian's Strategic Plan, particularly in the areas of Valuing World Cultures and Understanding the American Experience.

To achieve the goal of Broadening Access, the NMAfA dedicates resources to the Web and the Museum's social media capabilities, integrates digital technology in exhibitions, provides online educational resources, and promotes public access to the Museum's art and photographic collections. A key component of Museum operations is the creation of temporary and semi-permanent exhibitions of artworks from its own collection and from other museum and private collections. In FY 2011, the NMAfA intends to present two concurrent exhibitions featuring works from the permanent collection. In addition, the Museum will present three temporary exhibitions, also organized by the Museum and accompanied by publications — one presenting contemporary artworks by two artists; another featuring photographs from the Museum's Eliot Elisofon Photographic Archives displayed along with objects from the art collection; and the third exhibition a mix of Museum and loan objects, both traditional and contemporary, exploring African cultural astronomy and the arts. In the last month of FY 2011, the Museum will host an important exhibition of Nigerian artworks organized by an outside institution. A number of these exhibitions will extend into FY 2012. In addition, the NMAfA will be involved in planning a reinstallation of selected artworks from the Walt Disney-Tishman African Art Collection, as well as a major reinstallation of the Museum's permanent collection, slated for FY 2012.

In FY 2011, the NMAfA will present new educational programs online, continue to catalogue objects and images from its collections for online access, and expand its outreach to local communities and underserved or new audiences. In keeping with the Smithsonian's Strategic Plan, the NMAfA will forge meaningful collaborations within and outside the Smithsonian, and strengthen its networking nationally and internationally — particularly on the continent of Africa.

The NMAfA will achieve its goal of Broadening Access through organizational excellence by continuing to improve information technology (IT) operations, staff performance, and media relations and marketing. A comprehensive IT plan will integrate all of the Museum's IT operations. A media and marketing strategy will expand the Museum's visibility and promote its programs locally, nationally, and internationally. A fundraising plan, renewed annually, will enhance the Museum's capacity to offer outstanding exhibitions, publications, programs, and outreach. Furthermore, the Museum will continue to assess its effectiveness in reaching out to educators, scholars, and the public through continued use of visitor surveys and other performance evaluation tools.

As a way to establish the staff as stakeholders in the success of NMAfA, the goals of the Museum's strategic plan and the Secretary's goals will continue to be integrated into the performance plans of all staff members. Emphasis will be on public visibility and customer-centered performance. At the same time, quality programming and ongoing research as the foundation for programs, including exhibitions, will continue.

The Museum will continue to increase its public visibility and fulfill its mission to various stakeholders, including students, teachers, cultural community organizations, the diplomatic corps, African immigrant groups, scholars, collectors, and volunteers located in the metropolitan Washington, DC area. An enhanced Web presence and enhanced social media capabilities will expand the Museum's visibility and impact nationally and internationally.

For FY 2011, the budget estimate includes a net increase of \$28,000. This includes an increase of \$103,000 for necessary pay for existing staff funded under this line item and an adjustment of (-\$75,000) due to the FY 2010 Buyout process.

## **MEANS AND STRATEGY**

To achieve the goals of Broadening Access and Revitalizing Education, the NMAfA is directing resources to activities that will result in consistently high-quality programs and increased audiences. In FY 2011, the Museum will provide greater Web and digital access to NMAfA collections through enhanced navigation features and multi-media applications and the completion of additional image and object catalogue records for the Museum's public access database. The Museum's website will be expanded to include additional podcasts, blogs, Facebook and Twitter options, online educational resources, activities for younger audiences, and an expanded Web presence for the Eliot Elisofon Photographic Archives.

The NMAfA will continue to commission regular visitor surveys and implement performance assessments of its public programs. The Museum will hold “town hall” meetings with teachers of primary, secondary, and college students, and with representatives from local community groups, to solicit input for future exhibitions and activities. These efforts will result in more effective planning and development of programs and services that will enable the Museum to successfully reach its target groups and expand its audience base. In addition, marketing strategies will be reviewed and tested to determine the most effective ways to engage and communicate with diverse audiences.

Ongoing educational programs will include “Africa in Motion” musical and dance performances, programs geared to younger visitors and family groups, such as “Let’s Read About Africa,” storytelling and art-making activities, exhibition-related teacher/student workshops, and an annual Community Day. The NMAfA will also use lectures, gallery tours, and film series based on the Museum’s current exhibitions to target mixed-generation audiences. For adult audiences, the Museum will continue its highly successful film and lecture series, drawing on current exhibitions and featuring noted scholars and artists.

The NMAfA will continue its quarterly Conservation Clinics to educate the public about conservation and the important relationship between science, technology, and art. Ongoing quarterly Curatorial Clinics will continue to provide opportunities for members of the public to learn about African art forms, styles, materials, and contexts of use as part of museum connoisseurship and object quality assessments. To educate casual and serious collectors of African art, the Museum’s website will be expanded to include helpful tips on object identification, assessment, and care.

To achieve the goal of Strengthening Collections, the Museum will continue online cataloguing of its art and photographic collections; priorities will continue to be the Walt Disney-Tishman African Art Collection and the Eliot Elisofon Photographic Archives. Digital access to these materials will facilitate research and study by students, teachers, scholars, conservators, and the general public. Efforts will be made to integrate contextual photographs from the Eliot Elisofon Archives with related objects in the collection.

The Museum’s Walt Disney-Tishman *Highlights* exhibition, which opened in FY 2009, will continue into the first few months of FY 2011. The FY 2010 exhibition *Grass Roots: African Origins of an American Art* will also continue into the new fiscal year, as will *Brave New World II*, a small exhibition of contemporary artworks drawn from the permanent collection.

Two exhibitions slated for FY 2011 will draw from the Museum's permanent collection. *Independents* will highlight objects and photographs from African countries celebrating their 50th anniversary of independence in 2010. *Recent Acquisitions* will present important works of art acquired by the Museum in the past six or seven years. The NMAfA will also organize *Artists in Dialogue II*, a contemporary exhibition featuring the work of Sandile Zulu and Henrique Oliveira. It is the second in a series of exhibitions in which exciting artists are invited to a new encounter — one in which each artist responds to the work of the other, resulting in original, site-specific works for the Museum.

The Museum will also launch two groundbreaking exhibitions in FY 2011, one of which will extend into FY 2012. *Chief S.O. Alonge: Photographer to the Court of Benin, 1926–1989* will celebrate the history of Nigerian photography with a special focus on its collection of photographs by one of Nigeria's early premier photographers. As an official photographer for the Royal Court of the Benin Kingdom, Alonge documented the rituals, pageantry, and regalia of the court for more than a half century. The exhibition, drawn from the collection of the Eliot Elisofon Photographic Archives, will feature selected photographs and other materials that explore the history of photography in Nigeria, with a concentration on Alonge's contributions. The exhibition and accompanying publication will also highlight works of art from Benin in the Museum's permanent collection and rare collections of Nigerian photography in the Museum's Eliot Elisofon Photographic Archives. Two months later, the Museum will open *African Cosmos*, a groundbreaking exhibition exploring African cultural astronomy through some 90 works of traditional and contemporary African art that date from ancient times to the present. The exhibition will be accompanied by a major publication, authored by the Museum's deputy director and chief curator, along with selected scholars and artists.

During the last month of FY 2011, the Museum will open a major international loan exhibition focusing on the arts of Nigeria's Benue River Valley. *Central Nigeria Unmasked* is the first major international exhibition to present a comprehensive view of the remarkable arts produced by the many and diverse peoples living in the Benue River Valley. The exhibition, which features more than 150 extraordinary objects — made largely of wood, ceramic, or metal, and drawn from museum and private collections in the United States and Europe — offers an exceptional opportunity to discover the rarely seen and little-known artistic genres of central Nigeria. The exhibition will remain on view through early spring of FY 2012.

During FY 2011, the Museum will devote staff resources to the planning of exhibitions in FY 2012 and beyond, including the reinstallation of 60 works from the Walt Disney-Tishman African Art Collection. Staff

members will also devote considerable effort to planning the installation of a redesigned gallery devoted to the Museum's permanent collection. This long-term display of selected works from the NMAfA's permanent collection will attract general audiences, collectors, and scholars, as well as local school groups that rely on consistently available works of art for their themed tours and curriculum projects. Planning will also begin for a contemporary exhibition featuring the work of a Moroccan woman photographer, and toward a number of other exhibitions slated for FY 2013, including one organized by visiting curator Simon Njami.

In FY 2011, the NMAfA will return to its schedule to deaccession works from the art collection.

To address the goal of Broadening Access, the NMAfA is focusing resources in several areas: IT operations, staff performance and accountability, and relations with the media. The Museum's IT plan has integrated information technology functions for administration, collections management, exhibitions, and public access. The IT plan will be reviewed on an annual basis, with updates made as needed. Using the Museum's five-year strategic plan and feedback from visitor surveys, annual reviews and updates to NMAfA's operational plan are intended to ensure quality public programs and experiences for all audiences.

Accountability is being achieved by integrating the NMAfA's strategic goals and operational plans and the Secretary's annual goals into performance plans for all Museum staff members. In addition, personnel and programmatic management responsibilities have been incorporated into the performance plans of all department heads to provide more effective programs, activities, and relevant projects that meet the expectations of the Museum's audiences and visitors. Educational brochures and special websites will increase the educational value of NMAfA exhibits. The Museum intends to forge better relations with media, corporations, foundations, community interest groups, and congressional representatives by expanding its contact base and distributing more information about the Museum.

**NONAPPROPRIATED RESOURCES** — General trust funds support staff salaries, benefits, and travel. Funds raised from individual and corporate donors will support NMAfA's major exhibition efforts in FY 2011, including exhibition-related publications, educational programming, and outreach. Corporate and foundation sponsorship supports the planning and implementation of exhibitions, including installation expenses and exhibition-related public programming, travel, and curatorial collaborations.

## **Introduction, *Understanding the American Experience***

America is an increasingly diverse society that shares a history, ideals, and an indomitable, innovative spirit. The Smithsonian will use its vast resources across disciplines to explore what it means to be an American and how the disparate experiences of individual groups strengthen the country as a whole, and to share our story with people of all nations.

**RESEARCH Goal:** The Smithsonian advances and synthesizes knowledge that contributes to understanding the American experience, particularly with regard to its history, art, and culture, as well as its connections to the rest of the world.

**ACCESS Goal:** The Smithsonian turns knowledge into awareness, action, and results, and encourages American cultural vitality.

UNITS primarily associated with this Grand Challenge:

- **Anacostia Community Museum**
- **Archives of American Art**
- **National Museum of African American History and Culture**
- **National Museum of American History, Behring Center**
- **National Postal Museum**
- **National Museum of the American Indian**
- **National Portrait Gallery**
- **Smithsonian American Art Museum**

## ANACOSTIA COMMUNITY MUSEUM

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-D designat		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2009 ACTUAL	16	2,001	2	342	0	148	0	13
FY 2010 ESTIMATE	21	2,048	2	329	0	45	0	50
FY 2011 ESTIMATE	21	2,098	3	360	0	45	0	50

### **STRATEGIC GOALS: EXCELLENT RESEARCH; BROADENING ACCESS; STRENGTHENING COLLECTIONS; AND MISSION ENABLING**

#### **Federal Resource Summary by Performance Objective and Program Category**

Performance Objective/ Program Category	FY 2010		FY 2011		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Excellent Research</b>						
<i>Research</i>						
Engage in research and discovery	4	447	4	447	0	0
<b>Broadening Access</b>						
<i>Public Programs</i>						
Provide reference services and information	6	592	6	614	0	22
<b>Exhibitions</b>						
Offer compelling, first-class exhibitions	5	400	5	418	0	18
<b>Strengthening Collections</b>						
<i>Collections</i>						
Improve the stewardship of the national collections	3	263	3	273	0	10
<b>Mission Enabling</b>						
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	1	151	1	151	0	0
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	1	109	1	109	0	0
Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse	1	86	1	86	0	0
Modernize the Institution's financial management and accounting operations						
<b>Total</b>	<b>21</b>	<b>2,048</b>	<b>21</b>	<b>2,098</b>	<b>0</b>	<b>50</b>

## **BACKGROUND AND CONTEXT**

On September 15, 2007, the Anacostia Community Museum (ACM) celebrated its 40th anniversary. Just as it has from its inception as the first federally funded, community-based museum, the ACM faces unique challenges relating to mission, resources, and location. Over the years, it has developed into a valuable cultural resource for the region and the country, setting a ground-breaking direction in terms of traditional museological thought and practice.

Although the original intent behind the Smithsonian's establishment of what was initially called the Anacostia Neighborhood Museum was for audience development and outreach — to take the Smithsonian's cultural and historical treasures into neighborhoods whose residents did not venture to the Mall — these same residents quickly participated in helping to make the Museum relevant to their own experiences. Within months of its opening, the community rejected the eclectic collection of Smithsonian holdings being displayed. The Museum quickly modified its focus to the documentation, preservation, and interpretation of African American history and culture from a community-based perspective. It was the forerunner in using this approach to collaborate directly with different sectors of communities, including local museums, religious institutions, and arts, cultural, and civic organizations, in order to mobilize, organize, and equip them to research, document, interpret, and preserve their cultural heritage through educational and training programs.

With the establishment of the Smithsonian Institution's National Museum of African American History and Culture in 2004, the ACM has had to reassess and redefine its role within the Smithsonian. Now in the second year of a five-year strategic plan, a new direction has been forged that will retain the Museum's connection to the work it has done since 1967 and guide the ACM down a new path with a broader scope and focus.

The ACM mission, revised in 2008, is to "*Challenge perceptions, broaden perspectives, generate new knowledge, and deepen understanding about the ever-changing concepts and realities of 'community'.*" The ACM's five-year strategic plan (FY 2009–FY 2013), developed to ensure the Museum's viability and sustainability in the future, is a living document that is assessed and adjusted annually. It has been revised to ensure that ACM goals are compatible with the new Institution-wide Strategic Plan, and it continues to provide staff and the ACM Advisory Board with a strategic guide that will further the ACM's mission and vision.

The FY 2011 budget request includes an increase of \$50,000 for necessary pay for existing staff funded under this line item.

## **MEANS AND STRATEGY**

In FY 2011, the Anacostia Community Museum will continue striving to accomplish Smithsonian Institution goals. The Museum is committed to 1) continuing to achieve excellence in research and 2) continuing to play a leading role in Broadening Access by engaging diverse audiences through exhibitions, programs, publications, electronic media, and special events, using resources that draw from the broad range of communities it serves. The ACM will draw from those things that bring groups of people together — social, ethnic, religious, geographic, and other commonalities. Specifically, the Museum will continue to work with community partners to document and preserve local heritage, identify cultural materials at risk, document significant local cultural materials, and develop an interpretation and appreciation of them through regionally based educational activities, publications, and exhibitions. Through its website, the Museum will disseminate information on community heritage preservation projects.

Recognizing the ACM's unique responsibility to youth development within the southeast Washington, DC community and beyond, the Museum Academy Program (MAP) will be expanded from its out-of-school-time programming for children to a multi-tiered program involving both school day and after-school offerings for K-12th grades. There will be a menu of programmatic activities, from cultural enrichment to educational enhancement and career training, which can be tailored to meet the specific needs of each collaborative community partner.

In FY 2011, the ACM will reinstate its former spring semester Young Museum Career Professionals (YMCP) program as a paid summer internship. YMCP was established in FY 2008 with discretionary funds from the Under Secretary for History, Art, and Culture. The ACM folded it into its ongoing Museum Academy Program as a component for 11th and 12th grade high school students. Using ACM collections and the expertise of the ACM curatorial, research, education, and collections staff, this program will continue to serve as a career-building resource for participating students. The various program components provide direct access to exhibitions, collections, and professional staff of the Museum and the wider Smithsonian Institution. Outreach to high school students seeks to broaden the experiences and horizons of young people through training in cultural documentation and preservation, as well as through docent and practicum opportunities.

The Museum will continue to expand its regional community network by collaborating directly with partners in preservation and training, and with regional seminars designed to promote community action in cultural heritage preservation. In addition, the ACM is planning to host a two-day Community

Museums Conference geared toward small and mid-size community museums and designed to explore how they approach the engagement of their constituencies. It will provide a forum for the exchange of common issues, concerns, trends, and best practices in the field. Topics of discussion will also include the use of technology for the presentation and interpretation of issues, collections priorities and management, funding challenges, marketing and communications, and collaborative partnerships.

The ACM will continue to strengthen and promote Excellent Research with its Community Documentation Initiative. Each summer, ACM staff and a small army of interns will document the impact of community development in Ward 8. This ongoing initiative will begin with research from an historical context through the documentation of current and future urban development trends that occur over time. Block-by-block mapping will document how social and economic changes affect members of this community and will be used to collect data on land use, resident/business displacement, changes in infrastructures, health indicators, and other factors. Analyses of the outcomes of this research can help determine the impact of large-scale development projects that occur in largely minority communities and will inform other communities facing similar development activities throughout the country and the world. This project will also be a major tool for documenting the contemporary history of communities east of the Anacostia River, and the findings will be accessible to researchers and citizens alike.

The Museum will improve customer service and responsiveness through a Web-based, direct feedback site. This website will be specifically designed for local, regional, and national partner institutions, and will provide online reference and consultation for solutions to problems and issues. It will also include links to the related websites of the Museum's cultural partners.

The ACM will maintain substantive relationships with state and local governments through the regional partnership process. Staff will offer training and technical assistance to strengthen local, regional, and national partners' abilities to preserve local heritage. The Museum will increase its public relations efforts directed toward local, regional, national, and international press outlets, and will seek news media coverage in periodicals related to its field.

**NONAPPROPRIATED RESOURCES** — General trust funds support the salaries and benefits of the Museum director and development officer.

## ARCHIVES OF AMERICAN ART

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2009 ACTUAL	16	1,825	1	386	25	2,138	0	0
FY 2010 ESTIMATE	19	1,858	1	389	25	2,155	0	150
FY 2011 ESTIMATE	19	1,928	1	395	25	2,205	0	100

**STRATEGIC GOALS: EXCELLENT RESEARCH; BROADENING ACCESS;  
REVITALIZING EDUCATION; STRENGTHENING COLLECTIONS; AND  
MISSION ENABLING**

**Federal Resource Summary by Performance Objective and Program Category**

Performance Objective/ Program Category	FY 2010		FY 2011		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Excellent Research</b>						
<i>Research</i>						
Engage in research and discovery	0	10	0	10	0	0
<b>Broadening Access</b>						
<i>Digitization and Web Support</i>						
Provide improved digitization and Web support	3	288	3	298	0	10
<b>Public Programs</b>						
Provide reference services and information	4	341	4	353	0	12
<b>Exhibitions</b>						
Offer compelling, first-class exhibitions	1	70	1	71	0	1
<b>Revitalizing Education</b>						
<i>Education</i>						
Engage and inspire diverse audiences	0	10	0	10	0	0
<b>Strengthening Collections</b>						
<i>Collections</i>						
Improve the stewardship of the national collections	8	795	8	830	0	35
<b>Mission Enabling</b>						
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	3	344	3	356	0	12
<b>Total</b>	<b>19</b>	<b>1,858</b>	<b>19</b>	<b>1,928</b>	<b>0</b>	<b>70</b>

## **BACKGROUND AND CONTEXT**

The Smithsonian's Archives of American Art (AAA) enriches research about America's most significant art and artists. With more than 16 million items, it is the world's pre-eminent resource dedicated to collecting and preserving papers and primary records of the visual arts in America. Constantly growing in range and depth, ever increasing in accessibility to its many audiences, it is an unparalleled and essential resource for the appreciation, enjoyment, and understanding of art in America.

To achieve the Institution's goal of Broadening Access, AAA continues with its ambitious digitization program, begun in 2005 to digitize a significant portion of its extensive holdings. AAA's website will continue to be developed to improve delivery of unprecedented numbers of new digital files, the core of which represents AAA's innovative work to digitize entire archival collections representing hundreds of linear feet, along with descriptive information, engaging content, online exhibitions, subject-focused guides, and reference services. AAA's Lawrence A. Fleischman Gallery in the Donald W. Reynolds Center (DWRC) continues to reach new and diverse audiences. The results of the comprehensive Preservation and Assessment Survey conducted between FY 2004–2008 will continue to be used to prioritize collection processing and preservation activities to achieve the Institution's goal of Strengthening Collections. In FY 2011, AAA will continue to prioritize collections for minimal level processing, and at-risk audiovisual media items from collections and recordings for AAA's Oral History Program will be digitally reformatted for access and preservation. The goal of Mission Enabling through organizational excellence will be met by continually assessing and enhancing staff development and maintaining conscientious oversight of internal controls.

The FY 2011 budget estimate includes an increase of \$70,000 for necessary pay for existing staff funded under this line item.

## **MEANS AND STRATEGY**

To achieve the Institution's goal of Broadening Access, AAA continues to direct resources to optimize its presence in the DWRC by mounting compelling exhibitions in its Lawrence A. Fleischman Gallery. The exhibitions planned for FY 2011 include one by a guest curator, Jonathan Weinberg, in conjunction with the National Portrait Gallery's exhibition *Hide/Seek: Difference and Desire in American Portraiture*, opening in October 2010. In the summer of 2011, the director of the Smithsonian Photography Initiative will curate an exhibition of photographic snapshots from the Archives'

collections. For this show, the Archives will publish a companion book and seek additional venues in the United States for a traveling exhibition.

In addition, AAA will also reach new audiences by continuing to collaborate with the Smithsonian American Art Museum and the National Portrait Gallery, as well as outside organizations, on educational projects such as symposia to raise AAA's national profile. Through public programs, professional presentations, online exhibitions, and object loans to other museums and institutions worldwide, AAA will continue to widen its audience and provide a greater understanding of the history of visual arts in the United States.

The AAA website will be the locus for public engagement through a newly designed site that promotes increasingly interactive access through a blog and user-generated input, and efficient and effective reference services. AAA will continue to increase public visits to its website by adding search aids for processed collections; thousands of images of digitized documents; excerpts of sound and video recordings; and online exhibitions. An unprecedented number of oral history interview transcripts will be added as a result of grants received from the Brown Foundation, the Terra Foundation for American Art, the Lasdon Foundation, the Widgeon Point Charitable Foundation, and the Art Dealers Association of America.

In FY 2011, AAA will increase its digitization efforts with at least an additional 150 linear feet of AAA's collections digitized in their entirety, using state-of-the-art equipment as part of AAA's six-year digitization program funded by the Terra Foundation for American Art. This effort, in combination with digitization completed for reference requests, exhibitions, loans, and special projects, will produce an estimated 325,000 digital files and continue to bring increased public access to AAA collections. The Terra Foundation will also enable AAA to build on its existing Web-based Guides system for providing new levels of access to AAA's collections by expanding thematic, topical, chronological, and geographical pathways to collections; and by increasing the numbers of records and images contributed to the Smithsonian and external delivery systems.

In FY 2011, approximately 15 very large collections, totaling nearly 800 linear feet of papers of painters, sculptors, critics, and collectors, will be preserved and fully processed according to national archival standards, resulting in new, fully searchable finding aids added to AAA's website. AAA will also implement minimal-level preservation and processing for at least 13 additional large collections totaling 600 linear feet. These collections will be minimally arranged, but corresponding search aids and inventories will be produced and made available on the AAA website.

AAA will continue to strengthen collections care through its ongoing comprehensive surveys of collections and audio-video media, which began in FY 2004 to systematically identify preservation and access needs for collections and determine the degree of potential research value and other factors needed to prioritize processing and preservation efforts. As collections are processed, electronic search aids will be produced, thereby increasing and Broadening Access to collections via the website. A similar corresponding survey to assess audio-visual media within collections, completed in FY 2009, and continually updated for new accessions, will continue to provide the foundation for prioritizing at-risk media for preservation via quality digital reformatting. AAA will complete the comprehensive, retrospective digital reformatting of its Oral History Program with matching grant funds from the federal Save America's Treasures grant. AAA will continue to develop its internal digitization and Collection Information Systems Database to ensure proper collections documentation and support increasingly complex workflows. These efforts will enable AAA to encompass the life cycle of a collection and oral history from pre-acquisition to storage and access. AAA's investment in the digitization of its collections will be preserved by fully participating in the Smithsonian's Artesia Digital Asset Management System (ADAMS).

AAA will continue to provide researchers with access to its collections in its Washington, DC and New York research centers, as well as at affiliated research centers throughout the United States, and will provide remote reference services through its Web-based forum and interlibrary loan program.

To achieve the Institution's goal of Excellent Research, the Archives will continue to engage a national advisory committee to support its ongoing efforts to acquire high-priority collections.

The goal of Mission Enabling through organizational excellence will be addressed by continuing to implement the goals of the Smithsonian, thereby ensuring its workforce is efficient and skilled, and by adopting best practices to safeguard Smithsonian resources.

**NONAPPROPRIATED RESOURCES** — General trust funds support AAA's development office, including salaries and benefits. Donor/sponsor-designated funds support specific programs and projects, including exhibitions, internships, oral history interviews, collections processing, and publication of the *AAA Journal*. Grants support AAA's digitization program with funds from the Terra Foundation for American Art and the Historic Preservation Grants Division of the National Park Service.

## NATIONAL MUSEUM OF AFRICAN AMERICAN HISTORY AND CULTURE

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/Sponsor-Designated		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2009 ACTUAL	30	8,702	1	375	0	763	0	0
FY 2010 ESTIMATE	46	12,894	2	399	2	500	0	0
FY 2011 ESTIMATE	46	13,568	1	380	5	1,000	0	0

### **STRATEGIC GOALS: EXCELLENT RESEARCH; BROADENING ACCESS; REVITALIZING EDUCATION; STRENGTHENING COLLECTIONS; AND MISSION ENABLING**

#### **Federal Resource Summary by Performance Objective and Program Category**

Performance Objective/ Program Category	FY 2010		FY 2011		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Excellent Research</b>						
<i>Research</i>						
Ensure the advancement of knowledge in the humanities	8	1,826	8	1,866	0	40
<b>Broadening Access</b>						
<i>Digitization and Web Support</i>						
Provide improved digitization and Web support	1	303	1	303	0	0
<b>Public Programs</b>						
<i>Provide reference services and information</i>	4	930	4	929	0	-1
<b>Exhibitions</b>						
Offer compelling, first-class exhibitions	4	1,800	4	1,839	0	39
<b>Revitalizing Education</b>						
<i>Education</i>						
Engage and inspire diverse audiences	2	310	2	340	0	30
<b>Strengthening Collections</b>						
<i>Collections</i>						
Improve the stewardship of the national collections	5	2,165	5	2,212	0	47
<b>Mission Enabling</b>						
<i>Facilities</i>						
Execute an aggressive, long-range revitalization program and limited construction of new facilities	0	1,441	0	1,759	0	318
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	0	100	0	100	0	0

Performance Objective/ Program Category	FY 2010		FY 2011		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b><i>Management Operations</i></b>						
Strengthen an institutional culture that is customer centered and results oriented	7	970	7	1,060	0	90
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	3	670	3	670	0	0
Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse	1	130	1	130	0	0
Modernize the Institution's financial management and accounting operations	4	414	4	459	0	45
Modernize and streamline the Institution's acquisitions management operations	0	160	0	160	0	0
<b><i>Ensuring Financial Strength</i></b>						
Secure financial resources required for the Institution's mission	7	1,675	7	1,741	0	66
<b>Total</b>	<b>46</b>	<b>12,894</b>	<b>46</b>	<b>13,568</b>	<b>0</b>	<b>674</b>

## BACKGROUND AND CONTEXT

The National Museum of African American History and Culture (NMAAHC) was established to document, collect, conserve, interpret, and display the historical and cultural experiences and achievements of Americans of African descent. When completed, the NMAAHC will provide a national meeting place for all to learn about the history and culture of African Americans and their contributions to every aspect of American life. This effort will encompass the period of slavery, the era of reconstruction, the Harlem Renaissance, the civil rights movement, and other periods of the African American diaspora. The mission of the NMAAHC is to help all Americans remember and, by remembering, stimulate a dialogue about race and help to foster a spirit of reconciliation and healing. It will be a beacon for the nation that reminds us of what we were, what challenges we still face, and what we can become. As a truly national institution whose vision is to be a place that has meaning for all citizens, the NMAAHC will use the African American experience as a lens into what it means to be an American.

When the founding director was hired in 2005, he committed to open the NMAAHC on the National Mall within 10 years. With the completion of pre-design and programming phases for the building in 2008, and the selection, in April 2009, of Freelon Adjaye Bond/Smith Group as the architectural firm to design the facility, the NMAAHC is on schedule to design the building in three years, begin construction in 2012, and complete construction and open up to the public in 2015.

For FY 2011, the budget estimate includes a net increase of \$674,000. This includes an increase of \$356,000 for necessary pay for existing staff funded under this line item. The request also includes a program increase of \$318,000 to support

requirements for leased space, which is further justified in the Mandatory Costs section of the budget. As authorized by Public Law 108-184, these funds are requested to remain available until expended.

## **MEANS AND STRATEGY**

The focus of NMAAHC activities is to continue laying the groundwork required to design, build, and open the Museum on the National Mall in 2015. This will be accomplished through temporary and permanent exhibitions, first-class scholarly research, comprehensive collections of African American history and culture, innovative public and educational programs, state-of-the-art technology and associated websites, publications, conferences, and enhanced fundraising efforts.

The NMAAHC has met the required benchmarks for design and construction for the Museum's building — selecting a building site, establishing a gallery for temporary exhibits, and choosing an architect to design the facility. A strategic communications firm has been engaged to navigate the regulatory environment as well as inform the public via an intensified marketing and strategic communications plan. A major part of the NMAAHC's visibility campaign is the implementation and management of strategic marketing, communications services, and a public information campaign to help disseminate information about the Museum's exhibitions, programs, and policies to the press and the general public.

The NMAAHC will continue its capital campaign to raise the required matching funds for design and construction of the new building. A national membership campaign has been included within the capital campaign, which will assist in raising funds as well as maintain national visibility.

The NMAAHC will continue collaborative partnerships within the Smithsonian Institution, as well as with African American organizations and other national organizations, in order to generate support to build and develop the Museum, acquire collections, support the development of exhibitions, test interpretive methods and concepts, leverage resources, and disseminate and share information via various electronic media and websites.

The Museum will continue its scholarly research in all areas of African American history and culture, as well as its acquisition of objects, books, papers, photographs, and other items to build a national collection. The NMAAHC will offer compelling, first-class exhibitions when it opens in 2015, and is in the planning stages for the permanent exhibitions. Temporary exhibitions are being created to inform the public about the new Museum and to test ideas and strategies for incorporation into permanent exhibitions. The NMAAHC has begun planning and implementing a state-of-the-art website to disseminate information, gain outreach

to wider audiences, test exhibitions and public and educational programs, and maintain connections to the public.

To achieve the goal of Excellent Research, the NMAAHC will use its resources to build on planned partnerships as follows:

- In May of 2009, The Civil Rights History Project Act of 2009, HR 998, was passed to support a partnership between the Library of Congress and Smithsonian Institution via the NMAAHC. The legislation supports a cooperative project that will capture the personal histories and testimonials of individuals who participated in the civil rights movement.
- The NMAAHC will enter a partnership with FamilySearch, a genealogical research website owned by The Church of Jesus Christ of the Latter-Day Saints. The Museum will be one of three host sites (along with FamilySearch, and the National Archives and Records Administration) that will provide access to a relatively unknown treasure trove of information: The Freedmen's Bureau Records. Once the records are digitized and indexed, they will provide access to a comprehensive collection of letters, diaries, marriage records, and bank records, representing vital statistics for more than 900,000 former slaves in the Commonwealth of Virginia alone.

To achieve the goal of Broadening Access, the NMAAHC is directing resources to:

- **Digitization and Web Support**
  - The Museum will continue its efforts to digitize the collection. In 2011, the NMAAHC's goal is to have 50 percent of its collections digitized.
  - Developed in partnership with International Business Machines (IBM) in FY 2007, the *Museum on the Web* encourages visitors to share their knowledge, stories, and creativity. Information technology needs will be identified, and required hardware and software installed, to provide an efficient, networked technology infrastructure, including the enhancement and maintenance of the Museum's website. The website and Facebook page will continue to improve and grow in activity and usership. The NMAAHC will fully optimize other social networking sites such as Flickr, Twitter, and YouTube.
  - The NMAAHC and the Smithsonian American Art Museum (SAAM) will launch *Oh, Freedom! Teaching Civil Rights through African American Art @ the Smithsonian*, a Web-based project. This collaborative project will provide educators with inspirational and pedagogical tools to teach the

importance of the African American civil rights struggle, the movement's centrality to and impact on American history, and its vital connection to artistic and cultural expression.

- **Public Programs**

- In conjunction with the Center for Folklife and Cultural Heritage (CFCH), the NMAAHC will continue to produce the *African American Legacy Recording Series* in the tradition of those produced in the past: *On My Journey*, Paul Robeson's independent recordings; *On the Road Right Now* by the Paschall Brothers; and *Richmond Blues* by Cephas and Wiggins. The Museum is also planning to release recordings based on the work of Ella Jenkins, dubbed "the First Lady of Children's Folk Songs" and a recording of Piedmont blues musician John Jackson, entitled *John Jackson: Rappahannock Blues*.

- **Exhibitions**

- Exhibitions will document, examine, and display the history of African Americans from slavery to the present. Each exhibit will showcase the culture of African Americans, their ongoing struggles for freedom and equality, and their role in building the country and shaping its economic life. NMAAHC exhibits will focus on the history and identity of African Americans, as well as the many ways African Americans have continued to challenge America and contribute to the nation's accomplishments.
- In 2011, curators will have completed the conceptual planning and design for all nine permanent and semi-permanent exhibitions, and will be working on exhibition scripts, schematic designs, and design and development of the galleries.
- Exhibitions will reside in three principal areas: History, Culture, and Community:
  - **History** will include three exhibitions: *Slavery and Freedom*; *Segregation and Civil Rights*; and *1968 and Beyond*.

*Slavery and Freedom* will provide a wide-ranging and sharply nuanced look at American slavery, from the first Africans brought to the British colonies in the early 17th century to the end of Reconstruction following the Civil War. *Segregation and Civil Rights* will explore the years following the end of Reconstruction to examine how the nation struggled to define the status of African Americans. *1968 and Beyond* will explore

the experiences of African Americans during the first 40 years of an integrated American society, 1968 to 2008.

- **Culture** will include four exhibitions: *Musical Crossroads; Living Culture; Visual Arts; and Sports*.

*Musical Crossroads* will examine African American music as an integral American phenomenon through the lens of social and historical change, and will allow visitors an opportunity to listen and remember. *Living Culture* will be a dynamic exhibit focusing on the significant cultural contributions of African Americans beyond music and the visual arts, including entertainment, oratory, folk art, fashion, and intellectual arts such as literature, playwriting, science, and philosophy. *Sports* will use the world of sport as a unique and popular lens that provides an understanding of the African American experience and race in America. *Visual Arts* will be a semi-permanent installation offering a comprehensive sweep rather than an encyclopedic presentation of art by African Americans. It will also provide a showcase for contemporary African American art and artists.

- **Community** will include two exhibitions: *Power of Place* and *Make a Way Out of No Way*.

*Power of Place* is a thematic exhibition that will use the lens of place to immerse visitors in the broad geographic diversity of the African American experience. *Make a Way Out of No Way* will focus on the creation and development of both formal and informal African American (as well as interracial) institutions, activities, and material culture. Themed stories will show how African Americans crafted possibilities in a harsh world that denied them opportunities.

- The NMAAHC is organizing three temporary exhibitions to be presented in the Museum's gallery at the National Museum of American History (NMAH): *Ain't Nothing Like the Real Thing: How the Apollo Theater Shaped American Entertainment*; *The Kinsey Collection: Shared Treasures of Bernard and Shirley Kinsey*; and *For All the World to See: Visual Culture and the Struggle for Civil Rights*.
  - *Ain't Nothing Like the Real Thing: How the Apollo Theater Shaped American Entertainment* is a collaborative effort with the Apollo Theater Foundation as part of its 75th anniversary celebration. This exhibition will be the first to focus on the

historical, social, and cultural significance of the world-famous Apollo Theater in the Harlem neighborhood of New York City.

In partnership with the Smithsonian Institution Traveling Exhibition Service (SITES), the exhibition will begin a national tour in FY 2011. The exhibition is scheduled to travel to six national venues.

- *The Kinsey Collection: Shared Treasures of Bernard and Shirley Kinsey* (working title) features more than 100 paintings, sculptures, documents, and other objects, collected during a 40-year period, that represent significant works of art by African American painters, printmakers, and sculptors. A selection of rare historical artifacts, including first-edition books by 19th century black authors, slave documents, a Buffalo Soldiers parade flag, and historic photographs, will be included.
- *For All the World to See: Visual Culture and the Struggle for Civil Rights* is organized in collaboration with the Center for Art, Design and Visual Culture at the University of Maryland, Baltimore County. It represents the first comprehensive exhibition and publication to analyze the historical role played by visual images in shaping, influencing, and transforming the fight for civil rights in the United States.

To achieve the goal of Revitalizing Education, funding will continue for:

- Save Our African American Treasures: A National Collections Initiative of Discovery and Preservation. Treasures will enable the Museum to continue engaging the American public in discovering, collecting, preserving, and sharing the material culture of African American heritage through a series of programs and collaborations with museums and historical institutions in five key cities: New York, Los Angeles, Atlanta, Chicago, and Washington, DC and beyond. Treasures programs have also taken place in Charleston and St. Helena, South Carolina. Treasures programs are planned to take place at four venues in 2011.

Two other student programs will be designed and launched in 2011. First, Classroom Treasures will instruct 2nd to 5th grade students on preserving family oral histories and family objects.

The second, Racial Equity, will leverage the characteristics of 6th grade to college students whose perceptions of race and ethnicity are very different and for whom “race is not a big deal.” The program will provide training and

a platform for young people, ages 9–22, to confidently ask complex questions, safely voice their opinions, and explore their creative potential.

To achieve the goal of Strengthening Collections, the NMAAHC will continue to identify, acquire, and process collections as the Museum prepares for the inaugural exhibitions that will accompany the opening of the building, as well as to develop public programs. To date, the Museum has collected more than 10,000 items.

- Most of the collections are housed in the new Pennsy Drive facility in Maryland. This facility includes specialized office and training spaces, exhibit design and fabrication shops, conservation facilities, and climate-controlled space to house the Museum's collections. In 2011, the NMAAHC will expand storage space from 15,000 to 30,000 square feet. This additional space will accommodate the NMAAHC's growing storage needs as the Museum prepares for its opening in 2015.

To achieve the goal of Mission Enabling, the NMAAHC will continue to develop its operating organizational structure and make revisions as necessary to accomplish program goals. Staff will develop estimates of future staffing, space, and storage needs, and will prepare operating budgets and plans accordingly.

- **Management Operations**
  - The NMAAHC will continue to direct its resources to NMAAHC's visibility campaign. The NMAAHC's Public Affairs Department will engage and work with a strategic communications firm to design and implement an intensified marketing and strategic communications plan targeting the media and the general public in major cities across the country.
  - Information technology needs will be identified, and required hardware and software will be installed to provide an efficient, networked technology infrastructure, including the enhancement and maintenance of the Museum's website.
- **Ensuring Financial Strength**
  - The Museum has launched its national membership campaign to reach out to communities across the nation to build a wide base of supporters and create a sense of ownership by the public. The membership program will continue throughout FY 2011 and will incorporate direct mail and online, Web-based strategies to engage members. The goal is to use the membership program as a medium to spread the word about the development of the National Museum of African American History and

Culture, and to connect members throughout the nation to the vision and mission of the Museum. Plans include quarterly mailings to approximately one million households each quarter. There will be numerous outreach activities to members as well, including newsletters, renewal notices and special appeals, updates, special member programs, and member surveys.

- o To secure the resources needed to build and develop the Museum, the NMAAHC continues to use its federal fundraising resources to support the fundraising staff, develop and nurture relationships with potential significant donors, build a reliable base of regular donors, and use advanced fundraising techniques to identify and cultivate sources of new and larger donations. These relationships are essential to generate the stream of resources needed from the private sector to build the Museum.

#### **FY 2011 REQUEST — EXPLANATION OF CHANGE**

For FY 2011, the budget estimate includes a net increase of \$674,000. This includes an increase of \$356,000 for necessary pay for existing staff funded under this line item. The request also includes a program increase of \$318,000 to cover the annual lease costs for an additional 7,116 square feet of leased office space, which is further justified in the Mandatory Costs section of the budget. Staff size has increased, requiring the NMAAHC to rent adjacent space. The Museum is now in the research, curatorial, and design phase of production for the permanent exhibitions, and must have space for exhibits, curatorial, and design staff, as well as space for the information technology and audiovisual personnel to design, build, and maintain the Museum's websites.

**NONAPPROPRIATED RESOURCES** — General trust funds support salary and benefit costs of the Museum director. Donor/sponsor-designated funds support staff, special events for exhibition openings, and costs related to specific programs and projects, including educational programs, donor-related special events, and outreach activities.

## NATIONAL MUSEUM OF AMERICAN HISTORY, KENNETH E. BEHRING CENTER

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2009 ACTUAL	179	21,870	17	2,005	50	6,364	20	2,668
FY 2010 ESTIMATE	185	22,349	18	2,139	43	5,352	20	3,232
FY 2011 ESTIMATE	185	22,778	14	2,245	40	4,825	20	3,254

Note: Operating resources include the National Postal Museum

## NATIONAL MUSEUM OF AMERICAN HISTORY, KENNETH E. BEHRING CENTER

### STRATEGIC GOALS: EXCELLENT RESEARCH; BROADENING ACCESS; REVITALIZING EDUCATION; STRENGTHENING COLLECTIONS; AND MISSION ENABLING

#### **Federal Resource Summary by Performance Objective and Program Category**

Performance Objective/ Program Category	FY 2010		FY 2011		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Excellent Research</b>						
<i>Research</i>						
Ensure the advancement of knowledge in the humanities	35	4,330	35	4,430	0	100
<b>Broadening Access</b>						
<i>Digitization and Web Support</i>						
Provide improved digitization and Web support	8	1,210	8	1,210	0	0
<i>Public Programs</i>						
Provide reference services and information	14	1,685	14	1,685	0	0
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	51	5,869	51	5,969	0	100
<b>Revitalizing Education</b>						
<i>Education</i>						
Engage and inspire diverse audiences	10	1,118	10	1,122	0	4
<b>Strengthening Collections</b>						
<i>Collections</i>						
Improve the stewardship of the national collections	38	4,526	38	4,626	0	100
<b>Mission Enabling</b>						
<i>Facilities</i>						
Improve the overall cleanliness and efficient operation of Smithsonian facilities	1	200	1	200	0	0

Performance Objective/ Program Category	FY 2010		FY 2011		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Execute an aggressive, long-range revitalization program and limited construction of new facilities	1	200	1	200	0	0
<b><i>Security and Safety</i></b>						
Provide a safe and healthy environment	1	117	1	117	0	0
<b><i>Information Technology</i></b>						
Modernize the Institution's information technology systems and infrastructure	4	624	4	624	0	0
<b><i>Management Operations</i></b>						
Strengthen an institutional culture that is customer centered and results oriented	3	270	3	270	0	0
Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse	4	496	4	496	0	0
Modernize the Institution's financial management and accounting operations	9	946	9	946	0	0
<b>Total</b>	<b>179</b>	<b>21,591</b>	<b>179</b>	<b>21,895</b>	<b>0</b>	<b>304</b>

## BACKGROUND AND CONTEXT

The National Museum of American History (NMAH), Kenneth E. Behring Center, works to inspire a broader understanding of our nation and its people through research, exhibitions, collections activity and public programs. The NMAH is the only Museum with the mandate to tell the entire story of America, from the early contact period through the 21st century. The Museum collects and preserves more than three million artifacts — from the original Star-Spangled Banner and Abraham Lincoln's top hat to Dizzy Gillespie's angled trumpet and Dorothy's ruby slippers from *The Wizard of Oz*.

In 2009, four and half million people physically visited the Museum, supplemented by another 14 million online, making NMAH the most visited history museum in the world. In fact, a readers' poll in the January 2010 issue of *Southern Living* voted NMAH as the Best Museum in Washington, DC. Generations of visitors have explored the Museum's halls, making their own personal discoveries. The NMAH has something for everyone, presenting the triumphs and tragedies, explorations and innovations, and treasures and curiosities that animate the American story. The Museum creates learning opportunities, stimulates imaginations, and presents challenging ideas about our country's past.

For FY 2011, the budget estimate includes a net increase of \$304,000. This includes an increase for necessary pay of \$697,000 for existing staff funded under this line item and an adjustment of (-\$393,000) due to the FY 2010 Buyout process.

## **MEANS AND STRATEGY**

In 2009, Secretary Clough and the Smithsonian Board of Regents adopted a new Strategic Plan. The NMAH research activities, programs and exhibitions are aligned with the major theme of Understanding the American Experience. During 2010, the Museum will develop a strategic plan that complements the SI plan and ultimately brings a greater understanding of how conflicts and struggles for freedom, technological accomplishments, and social progress led to the formation of a nation and a people.

NMAH staff continue to conduct research, plan and design future exhibits and programs, conduct programs and performances, develop traveling exhibitions, acquire new collections, and extend the scope of the Museum through new and expanding electronic outreach initiatives. The Museum continues to plan and implement daily and special programs to serve current visitors and attract new and underserved audiences. Daily programs feature living history, spotlight tours and hands-on experiences. The living history performances are very popular components of the visitor experience. NMAH staff will continue to collaborate with other Smithsonian units on exhibitions and educational public programs.

The Star-Spangled Banner Gallery lies at the heart of the Museum. As visitors enter, a companion exhibition sets the scene for a dramatic historic event: the Battle of Baltimore during the War of 1812, when this young nation survived an assault by the British. This permanent exhibition represents the Smithsonian's greatest effort to meet the dual challenges of preserving the Star-Spangled Banner and communicating its history and significance to visitors.

In 2009, the NMAH Home and Community Life Division, Work and Industry Division, and the Smithsonian Institution Program in Latino History and Culture led a consortium of museums, universities, and cultural institutions dedicated to documenting and preserving the history of the Bracero program. Research is ongoing to increase the understanding of immigration and labor policy, the formation of communities, and the contributions of Mexicans and Mexican Americans to the political, economic, social, and cultural landscape of the United States. More than 700 oral histories have been collected, along with numerous images, documents and artifacts, many of which are available on the exhibition webpage on the NMAH website and at [braceroarchive.org](http://braceroarchive.org).

Research in the Division of Political History resulted in the manuscript entitled *Freedoms We Lost*, on how freedoms among colonial-era Americans laid the foundation for the American Revolution. Research in the Division of

Information Technology and Communications on the history of portraiture is leading to a new book, tentatively titled *Daguerreotype to Digital*.

The *First Ladies at the Smithsonian* exhibition, showcasing premier objects from the nearly century-old First Ladies Collection, remains one of the most popular Smithsonian Institution exhibitions. In March 2010, NMAH will expand the First Ladies gallery with gowns from the past 50 years.

The NMAH has another exciting year planned for its visitors. Under the theme of *Stories of Freedom and Justice*, the NMAH will host a number of special events, including a three-day Martin Luther King Jr. Day family festival; a 50th anniversary commemoration of the student sit-ins at the Greensboro, North Carolina lunch counter; continual performances of the award-winning *Join the Student Sit-ins* theater program; the 9th annual celebration of Jazz Appreciation Month, focusing on *Jazz and Justice*; and sponsorship of two naturalization ceremonies in June and September.

The Museum's popular website continues to be expanded and upgraded with new features on exhibitions, collections, and public programs. *Smithsonian History Explorer*, an educational website, offers free, standards-based, innovative resources for teaching and learning about American history as part of the NMAH Thinkfinity initiative.

**NONAPPROPRIATED RESOURCES** — General trust funds support salaries and benefits for a small but essential percentage of NMAH staff, as well as non-personnel operating costs. Donor/sponsor-designated funds support research, planning, design, fabrication, installation, maintenance work, and educational programming related to both current and anticipated Museum exhibits, including the *Star-Spangled Banner*. Donor/sponsor-designated funds are the Museum's primary means of developing and installing new exhibits. Donor-designated funds are also vital to continuing the renovation of the public spaces in the Museum.

## NATIONAL POSTAL MUSEUM

### STRATEGIC GOALS: BROADENING ACCESS; STRENGTHENING COLLECTIONS; AND MISSION ENABLING

#### Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2010		FY 2011		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Broadening Access</b>						
<i>Digitization and Web Support</i>						
Provide improved digitization and Web support	1	74	1	75	0	1
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	1	155	1	158	0	3
<b>Strengthening Collections</b>						
<i>Collections</i>						
Improve the stewardship of the national collections	4	489	4	510	0	21
<b>Mission Enabling</b>						
<i>Facilities</i>						
Execute an aggressive, long-range revitalization program and limited construction of new facilities	0	0	0	100	0	100
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	0	25	0	25	0	0
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	0	15	0	15	0	0
<b>Total</b>	6	758	6	883	0	125

#### BACKGROUND AND CONTEXT

The National Postal Museum (NPM) was created to preserve, interpret, and exhibit historical stamps and postal objects. With more than six million objects, the Museum is responsible for the Smithsonian's second-largest collection. The Museum dedicates its resources to developing new and innovative ways to explore the vital role of the postal system in American life, and to making its vast philatelic and postal collections available to all. The NPM uses its collections in innovative exhibits and programs that educate the public about the history of America, transportation, economics, and commerce.

In addition to the many activities and programs that are completed throughout the year, the NPM is focused on several major initiatives aimed at increasing visitation to both the Museum and its website. These initiatives include the 18,000-square-foot expansion of the Museum's exhibit space; the creation of a new Stamp Gallery that will enable the Museum to display

the full breadth of the National Stamp Collection; the design and fabrication of seven new history galleries; and continued upgrades and enhancements to the increasingly popular Web-based, online collection information system. The success of these long-term projects will require the use of non-federal resources made available to the Museum.

For FY 2011, the budget estimate includes a total increase of \$125,000, including an increase of \$25,000 for necessary pay for existing staff funded under this line item and a program increase of \$100,000 for lease costs and utility expenses, which are justified under the Mandatory Costs section of this budget.

## MEANS AND STRATEGY

The National Postal Museum's primary activities are aimed at meeting the Smithsonian's Grand Challenges of Valuing World Cultures and Understanding the American Experience through the prism of postal communications and philately. These challenges will be met by Broadening Access to the Museum's collections, programs and exhibitions; Revitalizing Education by serving as a laboratory to create new models and methods of innovative educational programs; Strengthening Collections through improved preservation, storage, and digital imaging; and Mission Enabling by working with other Smithsonian units and external partners on complex issues.

The Museum's online virtual vault, Arago, has become the Smithsonian's most popular online collections program. In 2011, Arago will continue to reach new audiences by allowing the public to guest curate online exhibits. In addition, the Museum will launch an interactive online Memory Book that will capture postal-related stories and oral histories. Educational programs will be revitalized through the creation of an education center for training and teaching using new technologies and methodologies. The collections will be strengthened through the acquisition of several major collections which will be exhibited to the public both online and at the Museum.

The NPM will display a new exhibit in FY 2011, *125 Years of the National Philatelic Collection*, that provides an overview of the world's largest museum collection devoted to stamps and postal history. Two new history exhibits, *Systems at Work* and *Mail Call*, will examine innovations in moving mail throughout U.S. history and the importance of mail delivery to soldiers during wartime. In anticipation of the opening of the new Stamp Gallery and Welcome Center, Museum staff will work diligently with designers and architects in 2011 to ensure the creation of new and vibrant philatelic exhibitions. The Museum will also open an exhibition commemorating the 100th anniversary of the sinking of the *RMS Titanic* and the 75th anniversary of the

*Hindenburg* disaster. Both the passenger liner and airship were carrying large quantities of mail when they crashed.

The Museum's federal resources are primarily dedicated to improving the stewardship of the national collections for present and future generations. In FY 2011, the NPM will continue to process new acquisitions, which includes digitizing and cataloguing these entries using the automated collections information system (CIS). Ongoing efforts to reduce the existing backlog of accessions will also continue. A major initiative to improve accessibility to off-site collections will remain a Museum priority. In FY 2011, the Museum plans to make three major collections available to the public: the Benjamin K. Miller stamp collection, the Postmaster General collection, and the National Stamp Collection.

The NPM will direct resources toward maintaining the Museum's information technology (IT) systems and infrastructure requirements to meet the strategic goal of Mission Enabling. The Museum will continue to replace network hardware and related computer systems that support a host of programmatic and exhibition needs required to modernize its IT systems. Additional resources will also be directed toward general administrative support needed to enhance Museum operations.

**NONAPPROPRIATED RESOURCES** — The United States Postal Service provides the NPM with an annual grant, which supports nearly 75 percent of the Museum's core functions and operational costs. These costs include salaries and benefits, utilities, facility maintenance, exhibitions, research, education, and collection management programs. Fundraising initiatives continue to generate increased support from donor/sponsor-designated funds to cover new exhibitions, educational projects, and special events. Several new Museum initiatives have generated additional trust funds for philatelic acquisitions, research, and conservation activities.

## NATIONAL MUSEUM OF THE AMERICAN INDIAN

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/Sponsor-Designated		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2009 ACTUAL	263	33,035	5	1,413	17	4,203	0	108
FY 2010 ESTIMATE	273	32,530	6	1,535	18	4,615	0	2,501
FY 2011 ESTIMATE	273	33,300	6	1,535	18	4,615	0	100

### **STRATEGIC GOALS: EXCELLENT RESEARCH; BROADENING ACCESS; REVITALIZING EDUCATION; STRENGTHENING COLLECTIONS; AND MISSION ENABLING**

#### **Federal Resource Summary by Performance Objective and Program Category**

Performance Objective/ Performance Category	FY 2010		FY 2011		Change	
	FTEs	\$000	FTEs	\$000	FTEs	\$000
<b>Excellent Research</b>						
<i>Research</i>						
Ensure the advancement of knowledge in the humanities	28	3,706	28	3,805	0	99
<b>Broadening Access</b>						
<i>Digitization and Web Support</i>						
Provide improved digitization and Web support	3	421	3	748	0	327
<b>Public Programs</b>						
Provide reference services and information	32	3,091	32	3,168	0	77
<b>Exhibitions</b>						
Offer compelling, first-class exhibitions	32	5,696	32	5,817	0	111
<b>Revitalizing Education</b>						
<i>Education</i>						
Engage and inspire diverse audiences	53	5,088	53	5,227	0	139
<b>Strengthening Collections</b>						
<i>Collections</i>						
Improve the stewardship of the national collections	33	3,833	33	3,671	0	-162

Performance Objective/ Performance Category	FY 2010		FY 2011		Change	
	FTEs	\$000	FTEs	\$000	FTEs	\$000
<b>Mission Enabling</b>						
<b>Facilities</b>						
Improve the overall cleanliness and efficient operation of Smithsonian facilities	14	1,836	14	1,815	0	-21
<b>Security and Safety</b>						
Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers	1	171	1	173	0	2
<b>Information Technology</b>						
Modernize the Institution's information technology systems and infrastructure	20	2,789	20	2,842	0	53
<b>Management Operations</b>						
Strengthen an institutional culture that is customer centered and results oriented	37	3,710	37	3,791	0	81
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	4	518	4	530	0	12
Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse	6	494	6	508	0	14
Modernize the Institution's financial management and accounting operations	8	843	8	861	0	19
Modernize and streamline the Institution's acquisitions management operations	2	334	2	344	0	9
<b>Total</b>	<b>273</b>	<b>32,530</b>	<b>273</b>	<b>33,300</b>	<b>0</b>	<b>770</b>

## BACKGROUND AND CONTEXT

The National Museum of the American Indian (NMAI) is committed to advancing knowledge and understanding of the Native cultures of the Western hemisphere — past, present, and future — through partnerships with Native people and others.

NMAI will focus its resources to support exhibits concerning the cultures and histories of Native communities, and to present contemporary works of art to the public at the National Mall Museum and the George Gustav Heye Center in New York City. These exhibits, along with educational and cultural arts programming, are expected to attract more than 1.5 million visitors annually. The offering of crafts demonstrations, educational presentations, seminars, and symposia throughout the Mall building will ensure a meaningful visitor experience. Web content based on these programs will reach distant “virtual visitors” to the Museum, who may not be able to come to the East Coast but can avail themselves of technology and written materials developed at NMAI. Through its exhibitions and public programming, the Museum continues to present the contemporary voices of Native peoples to educate and inform the public while countering widespread stereotypes.

The FY 2011 budget estimate includes a net increase of \$770,000, which includes an increase of \$808,000 for necessary pay for existing staff funded under this line item, and an adjustment of (-\$38,000) due to the FY 2010 Buyout process.

## **MEANS AND STRATEGY**

To achieve the goal of Broadening Access, NMAI is directing its resources to: 1) activities that will result in increased visitation to the Mall Museum and the George Gustav Heye Center (GGHC) in New York City; 2) public programming that will encompass the indigenous peoples of the Western hemisphere (as mandated in the NMAI legislation) and that will demonstrate the presence of contemporary Native peoples today; and 3) outreach to Native communities, tribes, and organizations, through Web-based technology, videoconferences, internships, seminars, and symposia.

Engagement efforts will continue to bring the Museum and its resources to audiences through media such as radio and the Web, and via innovative outreach and training programs. These contacts will link external communities to public audiences through technology and involvement in planning and programming. The Film and Video Center will present the variety and excellence of Native productions at both the Mall Museum and the GGHC.

To achieve the goal of Revitalizing Education, the Museum will continue to plan and operate programs seven days a week, including interpretive activities, cultural arts performances, demonstrations, and resource materials about Native American history and cultural heritage. The NMAI's National Education Initiative, Sharing American Indian Knowledge through Educational Excellence, will be developed in collaboration with Native educators and cultural experts to create exemplary materials that reflect indigenous pedagogy and knowledge, and create model materials that Native communities can expand upon for their own purposes. The resource centers will continue to offer daily information about Native peoples of the Western hemisphere, including Hawaii, thereby providing opportunities to correct stereotyping and expand knowledge. Various tribal educational resources, including curricula, will be made available to teachers.

In addition, as part of the Excellent Research goal to advance knowledge in the humanities, NMAI staff will make research, film, video, audio, and photographic content developed for exhibitions broadly available at the Museum and to Native American communities and public audiences, through the Web, printed materials, and collaborative activities with other groups and organizations.

NMAI staff will continue to oversee group and school tour programs, and volunteers, and will also direct presentations in galleries and all public space and program areas to ensure maximum use of all the educational resources available to enhance the visitor experience.

The goal of Mission Enabling will be addressed by efficiently and economically designating resources to meet the mission of the Museum, implementing the goals of the Smithsonian Institution, and enhancing NMAI's collections through the acquisition of contemporary works.

**NONAPPROPRIATED RESOURCES** — General trust funds support salary and benefit costs for the Museum director. Donor/sponsor-designated funds support salaries and benefits for development staff; publications and special events for exhibition openings; costs related to specific programs and projects, including educational programs, advertising, production of fundraising proposals, member- and donor-related special events; and outreach activities.

## NATIONAL PORTRAIT GALLERY

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2009 ACTUAL	53	5,853	2	600	8	2,338	0	0
FY 2010 ESTIMATE	59	5,967	2	688	8	3,282	0	0
FY 2011 ESTIMATE	59	6,087	2	688	8	3,118	0	0

### **STRATEGIC GOALS: EXCELLENT RESEARCH; BROADENING ACCESS; REVITALIZING EDUCATION; STRENGTHENING COLLECTIONS; AND MISSION ENABLING**

#### **Federal Resource Summary by Performance Objective and Program Category**

Performance Objective/ Program Category	FY 2010		FY 2011		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Excellent Research</b>						
<i>Research</i>						
Ensure the advancement of knowledge in the humanities	4	419	4	425	0	6
<b>Broadening Access</b>						
<i>Public Programs</i>						
Provide reference services and information	2	164	2	172	0	8
<b>Exhibitions</b>						
Offer compelling, first-class exhibitions	9	943	9	949	0	6
<b>Revitalizing Education</b>						
<i>Education</i>						
Engage and inspire diverse audiences	8	628	8	644	0	16
<b>Strengthening Collections</b>						
<i>Collections</i>						
Improve the stewardship of the national collections	28	2,918	28	2,951	0	33
<b>Mission Enabling</b>						
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	7	742	7	790	0	48
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	1	153	1	156	0	3
<b>Total</b>	<b>59</b>	<b>5,967</b>	<b>59</b>	<b>6,087</b>	<b>0</b>	<b>120</b>

## **BACKGROUND AND CONTEXT**

The National Portrait Gallery (NPG) tells the stories of America through the individuals who have shaped U.S culture. Through the visual arts, performing arts, and new media, the NPG portrays poets and presidents, visionaries and villains, and actors and activists who speak to American history. Congress established the NPG to be the pinnacle of national recognition, and the Gallery will continue to ensure that its collections honor the American people.

Almost all of the NPG's federal budget covers salaries and benefits costs, with a small amount (less than five percent) available for the purchase of artworks. These budgetary resources, used mainly for personnel costs, primarily support the Grand Challenge of Understanding the American Experience as well as the five priorities in the Smithsonian's new Strategic Plan described below.

The most significant portion of budgetary resources is devoted to Strengthening Collections. To foster greater understanding of the American experience, the NPG actively curates, preserves, and collects artworks to document the history, ongoing accomplishments, and creativity of the American people. This is fundamental to the work of the Museum and includes curatorial departments, history, conservation, registrarial, and other collections-related activities.

The NPG also devotes resources to Broadening Access, thereby increasing the availability and accessibility of the Museum's collections through exhibitions, public programs, and publications. The exhibitions program funds staff costs that enable the Museum to create exhibitions that explore a theme in history, biography, and art in a way that brings out new meanings and understandings. The collection is also being digitized to make it accessible to more people for more purposes. In addition, the NPG is using new tools and technologies, new media and social networking to broaden access and reach new audiences.

Revitalizing Education is a key use of NPG resources. The Museum is actively engaged with a wide range of scholars to ensure broad-based participation in the research and dissemination of knowledge relating to American history, biography, and art. With its compelling educational programs, the NPG is attracting new visitors and reaching a diverse national and international audience. School programs at the NPG inspire students with the stories of the people who have made significant contributions to the history, development, and culture of the United States.

A portion of NPG's resources is also devoted to Excellent Research, continuing the production of publications, including those produced to accompany exhibitions such as *Faces of the Frontier: Photographic Portraits from the American West, 1845–1924*, and to encourage scholarship based on the NPG's collection.

Budgetary resources are also used for Mission Enabling activities such as museum administration and operations. In this area, the Museum strives to understand the distinct needs of the staff, public, communities, and other stakeholders served by NPG, so the Museum can deliver value and efficiency in information technology, procurement, human resources, strategic planning, business activities, budget, and finance.

The FY 2011 budget estimate includes a net increase of \$120,000. This includes an increase of \$199,000 for necessary pay for existing staff funded under this line item and an adjustment of (-\$79,000) due to the FY 2010 Buyout process.

## MEANS AND STRATEGY

The NPG has several exhibits planned for FY 2011, beginning with the opening of *Hide/Seek: Difference and Desire in American Portraiture*, the first major museum exhibition in American history to focus on lesbian and gay art and culture from the late 19th century to the present. *Capital Portraits*, an exhibition of portraits from private collections in the Washington, DC area, will also open in FY 2011. The second in a series of exhibitions to mark the 75th anniversary of the birth of Elvis Presley, *Elvis at 21: Photographs by Alfred Wertheimer*, chronicles his dazzling emergence in a pivotal year, 1956. *Portraits by Calder* is a special exhibition that will present wire portraits by this great 20th century American artist. A special exhibition of contemporary art in *Portraiture Now* will focus on issues of race and identity in the American experience, including Korean American identity and culture as photographed by artist Cindy Hwang. The One Life gallery within the Museum is devoted to exploring the life of one individual, and in FY 2011 it will focus on the lives of Katherine Graham and Babe Ruth. The Museum will also begin a multi-year series of exhibitions to mark the 150th anniversary of the American Civil War.

The NPG will continue Strengthening Collections in FY 2011 by striving to fill gaps in its collections to ensure that it represents the changing face of America. Efforts to acquire, preserve, protect, catalogue, store, and manage collections will remain a centerpiece of work at the NPG.

The Museum will continue Broadening Access to its collections in FY 2011 through its enhanced website, publications, exhibitions, and public programs, and by using new and existing technologies to reach new audiences. Advertising and social networking will be used to increase awareness of NPG programs.

The NPG will continue Revitalizing Education in FY 2011 by developing new educational materials and innovative school and family programs. The Museum will maintain its focus on bringing to life the American history, biography, and art in its collection for students, teachers, and lifelong learners.

The Museum will continue Excellent Research in FY 2011 by producing publications and encouraging scholarship based on the NPG's collections.

The NPG's activities for Mission Enabling will remain strong in FY 2011 through the cultivation of customer-centered, collaborative, and results-oriented practices. These practices will aim to attract, hire, retain, train, and motivate a workforce of dedicated and skilled scholars, staff, volunteers, Fellows, and interns — and to ensure that the NPG embraces a culture of equal opportunity and diversity.

**NONAPPROPRIATED RESOURCES** — General trust funds support critical positions and help defray costs of exhibitions, publications, public lectures, symposia, special events for exhibition openings, loan exhibition development, fund raising, management, and research. Donor/sponsor-designated funds support specific programs and projects for exhibitions, collection acquisitions, educational programming, outreach, and support of the NPG President's Circle and other fund raising.

## SMITHSONIAN AMERICAN ART MUSEUM

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2009 ACTUAL	90	8,994	7	966	26	6,071	2	180
FY 2010 ESTIMATE	94	9,245	7	1,063	25	6,044	2	111
FY 2011 ESTIMATE	94	9,522	6	1,006	25	6,053	2	114

**STRATEGIC GOALS: EXCELLENT RESEARCH; BROADENING ACCESS;  
REVITALIZING EDUCATION; STRENGTHENING COLLECTIONS; AND  
MISSION ENABLING**

**Federal Resource Summary by Performance Objective and Program Category**

Performance Objective/ Program Category	FY 2010		FY 2011		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Excellent Research</b>						
<i>Research</i>						
Ensure advancement of knowledge in the humanities	5	551	5	568	0	17
<i>Broadening Access</i>						
<i>Digitization and Web Support</i>						
Provide improved digitization and Web support	8	807	8	830	0	23
<i>Public Programs</i>						
Provide reference services and information	8	875	8	902	0	27
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	21	2,018	21	2,078	0	60
<i>Revitalizing Education</i>						
<i>Education</i>						
Engage and inspire diverse audiences	15	1,501	15	1,546	0	45
<i>Strengthening Collections</i>						
<i>Collections</i>						
Improve the stewardship of the national collections	23	2,174	23	2,239	0	65
<i>Mission Enabling</i>						
<i>Security and Safety</i>						
Provide a safe and healthy environment	1	112	1	116	0	4
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	4	383	4	395	0	12
<i>Management Operations</i>						
Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse	9	824	9	848	0	24
<b>Total</b>	<b>94</b>	<b>9,245</b>	<b>94</b>	<b>9,522</b>	<b>0</b>	<b>277</b>

## **BACKGROUND AND CONTEXT**

The Smithsonian American Art Museum (American Art) is the nation's Museum dedicated to the arts and artists of the United States from colonial times to the present. It is the home of the largest and most inclusive collection of American art in the world, and its holdings of more than 42,000 works, spanning three centuries of the nation's cultural development, tell the story of America through the visual arts. The Museum's programs make the collection available to national audiences and beyond, as well as to those who visit its two historic landmark buildings in Washington, DC: the Donald W. Reynolds Center (DWRC) for American Art and Portraiture (shared by American Art and the National Portrait Gallery) and the Renwick Gallery, dedicated to American crafts and decorative arts.

To achieve the goal of Excellent Research, American Art curators and research Fellows-in-residence will use the collection and other resources to develop new insights into America's cultural and artistic legacy. The resulting knowledge will inform collection development and serve as the basis for exhibitions, associated award-winning catalogues and scholarly publications, and material for online content and educational programs within the Museum. The Museum's peer-reviewed journal, *American Art*, serves as an additional venue for scholarship in the field. The Museum hosts international symposia on topics of relevance in the field of American art.

Broadening Access will be achieved through a web of activities. The Museum is taking full advantage of the latest technologies (e.g., audio, multi-media, cell phone and podcast tours and applications) as well as innovative cross-platform educational games that integrate new social media and services to engage audiences both online and on site. An expanded videoconference center beams the Museum's programs around the world. American Arts' popular research service, *Ask Joan of Art*, provides more than 5,000 customized answers to queries each year. Photography/digitization of the collection continues apace, thereby enabling the Museum to add new content and features to its online resources.

An ambitious schedule of exhibitions developed in-house and complemented by shows obtained from other organizations attracts new visitors and encourages repeat visits. Large exhibition spaces, shops, and restaurants provide visitors with a broad range of activities to maintain their interest. The Lunder Conservation Center provides a window on preservation of the nation's collections, and the Luce Foundation Center for American Art displays 3,500 collection objects in a unique visible storage center. The Renwick Gallery provides additional space for exhibitions, public programs, and rotating displays of its permanent collection of American crafts. Multiple traveling exhibitions organized by the Museum are shared with museums throughout the United

States, providing the public with broad, direct access to the nation's artistic and cultural heritage.

Diverse activities advance the goal of Revitalizing Education. National education programs directly reach K-12 teachers and students. The Clarice Smith American Art Education Initiative, inaugurated in FY 2009, hosts two institutes for 60 teachers each year. The CISCO Virtual Institute provides online/on-demand courses for the K-12 community. The Museum engages with students on military bases around the world through an ongoing contractual relationship with the Department of Defense Education Activity (DoDEA). The 350-seat Nan McEvoy Auditorium hosts a wide range of public programming that includes lectures and films as well as music, theater, and dance performances.

The goal of Strengthening Collections will be achieved on multiple fronts. Scholarship helps set acquisition goals. Gifts of art and private funds raised through development activities to pay for additions to the national collection enhance the collections. Conservators obtain new tools and training to preserve the artwork. These are shared with colleagues and with the public in the Lunder Conservation Center. Conservation fellowships ensure that experience and new learning are shared within the community of conservation practitioners.

Mission Enabling encompasses many activities. A proactive safety program ensures a safe and healthy environment for Museum staff and visitors. IT staff implement and maintain the information framework on which so many other efforts depend. This includes the exhibition space screens, kiosks, and interactive portals to programs and information. Managers carefully plan, promote, protect and conserve the Museum's resources. Success in these endeavors resulted in re-accreditation by the American Association of Museums in FY 2009.

For FY 2011, the budget estimate includes a net increase of \$277,000. This includes an increase of \$331,000 for necessary pay for existing staff funded under this line item and an adjustment of (-\$54,000) due to the FY 2010 Buyout process.

## **MEANS AND STRATEGY**

Research on the collections and related topics by staff continues in support of exhibitions and the permanent collection, including five new exhibition catalogues scheduled for FY 2011. The Museum's award-winning, peer-reviewed journal, *American Art*, will publish three issues of new scholarship. American Art hosts approximately 20 research Fellows from throughout the country each year, greatly increasing the number of scholars using the collection. The resulting discoveries and interpretations by staff and

Fellows help Americans understand and appreciate their rich cultural heritage as well as advance scholarship in American art. Research also will feed into educational programs as well as Web content.

Half of American Art's collection is already online and the Museum continues to digitize and post new images and content. The Museum makes images and content available through online image- and video-sharing sites and seeks collaborative initiatives with other institutions. American Art is expanding its online presence via social media (e.g., Facebook, Twitter, and YouTube) and hosts the art blog, *Eye Level*. More podcasts and videos will be added to the Museum's online library. American Art's online database of American outdoor sculpture will be updated to include new community-building platforms such as online maps and Wikis. The Museum will continue to expand its audience by webcasting events and hosting online discussions via instant messaging and blogs. Interactive exhibition components are added when appropriate. In addition to expanding Web content, "Ask Joan of Art," the highly successful online reference service, will continue to serve the general public and researchers alike. Geocoding of collection objects, as well as records in the Save Outdoor Sculpture! database, will help link Americans throughout the country with their cultural heritage.

One permanent exhibit and six major exhibitions are planned for FY 2011 at American Art and its Renwick Gallery. A new permanent exhibition, *Watch This!*, will showcase video and new media art from the Museum's permanent collection on monitors and interactive displays. Major exhibitions at the DWRC center include: *Alexis Rockman: A Fable for Tomorrow; To Make a World: George Ault and 1940's America; and The Great American Hall of Wonders*. The Renwick Gallery will feature *A Revolution in Wood: Wood Art from the Charles and Fleur Bresler Collection* and the third installment of our well-received biennial *Renwick Craft Invitational*. The sixth exhibition will be in collaboration with the White House Historical Association, in cooperation with the White House, featuring treasures from the White House collection.

As part of its ongoing effort to make as many materials as possible more accessible to the public, the Museum regularly rotates artworks in the permanent collection galleries to show the many facets of American art and culture, as well as to encourage return visits. FY 2011 includes two rotations of photographs from the permanent collection. The Luce Foundation Center for American Art displays an additional 3,500 collection objects in densely installed glass cases.

National outreach includes touring exhibitions with *Modern Masters* and *1934: A New Deal for Art* travelling to five museums in FY 2011; the latter will visit its third, fourth, and fifth venues out of 13. Interactive

exhibition components continue evolving to keep pace with proliferating information conduits. In addition, whenever possible, American Art honors requests by other museums for loans of collection items.

Educational and public programs will continue to expand as the Museum implements new ways to use the McEvoy Auditorium and Kogod Courtyard. American Art continues to develop its highly successful distance-learning program that reaches classrooms worldwide. The new, enlarged videoconference center will enable American Art to surpass the 8,700 students served in the 2008–2009 school year. The intern program, serving approximately 50 students each year, will continue to prepare the next generation of museum professionals. The Clarice Smith American Art Education Initiative will host two institutes for 60 teachers each year. The CISCO Virtual Institute will provide an online, on-demand courses for K–12 teachers to provide resources and skills to incorporate art into the core curricula through the use of technology.

The safe storage and display of collection objects is always a top priority. American Art continues to develop public interest and awareness of storage and conservation issues through the Luce Foundation Center and the Lunder Conservation Center and their many public programs. The acquisition of new tools and instrumentation will allow more complete monitoring of the collection and application of leading-edge conservation techniques to preserve the collection. New artworks will be acquired to fill gaps in the collection identified through the Museum’s collections plan. Video art and Latino art will receive special attention. The latter will be especially invigorated as the newly hired Latino curator helps set the Museum’s collection priorities. Continual review of work and work conditions will be followed by proactive implementation of safer techniques and materials for both staff and the Museum environment.

Information technology and administrative procedures will be strengthened through close monitoring of resources and processes. Strong partnerships with Smithsonian central offices enable American Art to provide an end-user perspective on policy changes. Use of the Museum’s searchable, Web-based Wiki format keeps staff current on the dynamic procedural and regulatory environment.

**NONAPPROPRIATED RESOURCES** — General trust funds support salaries and benefits of personnel, fund raising, and other related costs. Donor/sponsor-designated funds support specific programs and projects. Nearly all of American Art’s non-personnel program costs, including those for exhibitions, educational and public programs, and additions to the national collection, are paid with funds provided by individuals, foundations, and corporations.

## **Introduction, Mission Enabling**

The backbone of the Smithsonian must remain a dedicated workforce of employees and volunteers with 21st century skills and perspectives. Strong, responsive support services — such as collections stewardship, facilities management, Web and new media, audience research, marketing, and financial management — are essential to accomplish the Smithsonian’s mission and vision. Finally, we need to generate revenue in new ways to ensure that we can fund our vision for the future.

UNITS primarily associated with this Grand Challenge:

- **Outreach**
- **Communications**
- **Institution-wide Programs**
- **Office of Exhibits Central**
- **Museum Support Center**
- **Museum Conservation Institute**
- **Smithsonian Institution Archives**
- **Smithsonian Institution Libraries**
- **Office of the Chief Information Officer**
- **Administration**
- **Office of the Inspector General**
- **Facilities Maintenance**
- **Facilities Operations, Security, and Support**

## OUTREACH

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-D designat		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2009 ACTUAL	63	8,862	31	4,956	16	3,810	0	165
FY 2010 ESTIMATE	62	9,669	35	4,997	20	7,647	4	1,815
FY 2011 ESTIMATE	62	9,773	20	3,159	1	1,565	0	107

### **STRATEGIC GOALS: EXCELLENT RESEARCH; BROADENING ACCESS; REVITALIZING EDUCATION; AND MISSION ENABLING**

#### **Federal Resource Summary by Performance Objective and Program Category**

Performance Objective/ Program Category	FY 2010		FY 2011		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Excellent Research</b>						
<i>Research</i>						
Engage in research and discovery	2	2,023	2	2,044	0	21
Ensure the advancement of knowledge in the humanities	0	633	0	633	0	0
<b>Broadening Access</b>						
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	42	5,097	42	5,172	0	75
<b>Revitalizing Education</b>						
<i>Education</i>						
Engage and inspire diverse audiences	11	1,217	11	1,200	0	-17
<b>Mission Enabling</b>						
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	6	610	6	632	0	22
Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse	1	89	1	92	0	3
<b>Total</b>	<b>62</b>	<b>9,669</b>	<b>62</b>	<b>9,773</b>	<b>0</b>	<b>104</b>

#### **BACKGROUND AND CONTEXT**

Broadening Access is a key component of the Smithsonian's new Strategic Plan. All of the Institution's outreach activities link the Smithsonian's

national collections, research, and educational resources with Americans from coast to coast. Its aims are to 1) broaden the audiences who share in the nation's rich cultural heritage; 2) enhance widespread research-based knowledge of science, history, and art; and 3) provide opportunities for educators and scholars to further increase and diffuse knowledge.

In FY 2009, all Smithsonian outreach programs served millions of Americans, thousands of communities, and hundreds of institutions in all 50 states, through loans of objects, traveling exhibitions, and sharing of educational resources via publications, lectures and presentations, training programs, and websites. Smithsonian outreach programs work in close cooperation with Smithsonian museums and research centers, as well as with 150 affiliate institutions and others across the nation.

This line item includes the programs that provide the critical mass of Smithsonian Across America outreach activity: the Smithsonian Institution Traveling Exhibition Service (SITES); Smithsonian Affiliations; the Smithsonian Center for Education and Museum Studies (SCEMS); the Office of Fellowships (OF); and the Smithsonian Institution Scholarly Press (SISP). The Smithsonian Associates and the National Science Resources Center, which receive no direct federal funding, are also part of this national outreach effort.

For FY 2011, the budget estimate includes a net increase of \$104,000. This includes an increase of \$230,000 for necessary pay for existing staff funded under this line item and an adjustment of (-\$126,000) due to the FY 2010 Buyout process.

## **MEANS AND STRATEGY**

**Smithsonian Institution Traveling Exhibition Service (40 FTEs and \$4,853,000)** — SITES will continue to be a leader in broadening public access to the Smithsonian and its vast collection and research pursuits. FY 2011 will be the 59th year in which SITES will share Smithsonian exhibitions with people and places all across the country. More than 50 exhibits on subjects as varied as Latino music, environmental sustainability, and historic firefighting equipment will travel to hundreds of communities, in cities and towns in all 50 states.

SITES is a national leader in exhibitions that honor and celebrate the cultural heritages of African Americans, Latinos, Asian Pacific Americans, Native Americans, and the many other peoples who make up the nation. FY 2010 resources will continue to be dedicated to this focus, energizing public involvement through such exhibitions as *The Asian Pacific Americans*:

*History, Heritage, Culture; Becoming American: Teenagers and Immigration; IndiVisible: African-Native American Lives; Black Wings: Dreams of Flight; Sweet and Sour: Popularizing Chinese Food; Showtime at the Apollo; and Bittersweet Harvest: The Braceros Project* (migrant labor in support of agriculture on the home front during World War II). At the community level, each of these exhibits is the catalyst for dynamic collaborations within and between diverse cultural groups.

SITES' landmark Museum on Main Street (MoMS) program continues to enrich in tangible ways the underserved populations of rural America, whose access to national cultural programs is profoundly limited. Civic engagement and community collaboration join forces when small-town USA opens a MoMS exhibit. In FY 2011, SITES will roll out *The Way We Worked*. Three other MoMS shows — *Journey Stories*, *Key Ingredients: America by Food*, and *New Harmonies: American Roots Music* — will be updated and sent out on tours extended by popular demand.

Education, scientific research, and the harnessing of technology to reach younger generations are central tenets of today's Smithsonian, and SITES is positioned in FY 2011 to parlay all three into a groundbreaking exhibit for children. A collaboration with professional educators and members of the Jim Henson family, *Dinosaur Train* will use digital puppetry and interactive science to engage preschoolers, teachers, and caregivers in scientific principles. Added to the new science-learning exhibits in SITES' FY 2011 program will be *Rock the Green Revolution*, which explores renewable energy through technology and innovation, *The Hidden Life of Ants: Farmers, Warriors, Builders*, and a variety of cell phone applications that engage and expand audience encounters beyond the core exhibit.

While Americans may know the Smithsonian from one-time school trips or family visits, the presence of the Institution's resources on their home town turf has a deeper resonance. SITES exhibitions represent the valuable public impact of the federal dollar. They are a source of immense local pride, bringing together people from diverse ethnic, age and socio-economic groups to celebrate a shared national heritage.

**Smithsonian Affiliations (2 FTEs and \$319,000)** — The mission of Smithsonian Affiliations is to build a strong, national network of affiliated museums and educational and cultural organizations that will facilitate the display of Smithsonian artifacts and expertise to communities across America. By working with both emerging and well-established museums of diverse sizes, subject areas, audience bases, and scholarly disciplines, Smithsonian Affiliations is creating the framework through which visitors unable to come to Washington, DC can experience the Smithsonian in their

own communities. In addition, the Smithsonian is working closely with affiliated organizations to increase their audiences, expand their professional capabilities, and gain greater recognition in their local communities. There are currently 168 affiliate museums in 41 states, the District of Columbia, Puerto Rico, and Panama.

These strategies have resulted in the display of more than 7,500 Smithsonian artifacts in Affiliate locations, including items such as historic spacecraft, First Ladies' gowns, Civil War arms and uniforms, outdoor sculptures, scientifically significant mineral collections, and many more. Smithsonian scholars have participated in science literacy, American history, and art education programs at Affiliate locations. Professional development workshops, internships, and visiting professional residencies have given Affiliates the opportunities to increase their knowledge and skills in areas such as collections management, exhibition planning, and museum administration. The Smithsonian Affiliations' annual conference creates a forum for networking, information sharing, and future planning. New videoconferencing capabilities have also extended the reach of Smithsonian Affiliations.

**Smithsonian Center for Education and Museum Studies (14 FTEs and \$1,529,000)** — Smithsonian content experts and educators will work together to help strengthen American education and enhance our nation's ability to compete globally. The Smithsonian will serve as a laboratory to create methods and models of innovative informal education and link them to the formal education system. SCEMS venues will take advantage of a range of interactive, Web-based technologies, and its programs will encourage continual exploration by learners of all ages. To guide these educational efforts across the Smithsonian, we will create an Institution-wide approach for education that leverages resources, strengthens communications, coordinates programming, and rewards innovative thinking and collaboration.

**Office of Fellowships (5 FTEs and \$1,948,000)** — To meet the goal of Excellent Research and maintain the Smithsonian's level of expertise in the research community, the Institution must be able to continue attracting the best scholars. Increasing fellowship stipends to provide awards comparable to other prestigious awards will enable the Smithsonian to maintain a competitive edge.

The Institution's Scholarly Studies Program provides the Smithsonian with resources necessary to help today's young scientists become the next generation's top researchers. In addition, the Institution must continue to provide the current staff with the financial support needed to develop new research initiatives, collaborate with other scholars, and establish the scope

and feasibility of projects. Members of the research community see the Smithsonian as a seed bank for research specialties. To maintain this position, the Office of Fellowships, through the Scholarly Studies Program, will need to regain the level of funding that was provided in years past by raising private funds to supplement the federal support.

External funding is often very competitive, and, in some cases, the Institution's researchers are not eligible. Awards given through the Smithsonian Scholarly Studies Program provide basic funding for new research projects, especially when external funding is not available. Although these awards help develop research concepts, they are not large enough to fund long-term research requiring two to four years to complete. In recent years, the Scholarly Studies Program has provided start-up funding for major research at the National Zoo, and two of these efforts received additional five-year funding from the National Institutes of Health to continue the research. New research initiatives include:

- establishing an interdisciplinary postdoctoral fellowship in the area of stable isotope biogeochemistry
- improving cryopreservation technologies in rare and endangered species
- the study of Earth-like planets around other stars
- determining the impact of reduced genetic diversity on male reproductive function

**Smithsonian Institution Scholarly Press (1 FTE and \$1,124,000) —** Through the Contributions Series program, continually published since 1875, SISP publishes research conducted by Smithsonian staff. The federal resources will support the production of the first-class science results and widened public distribution to libraries, universities and other organizations. The program publishes monographs in several subject areas, including anthropology, botany, marine sciences, paleobiology, zoology, museum conservation, and history and technology. Furthermore, federal resources will underpin the publishing of scholarly books written by Smithsonian staff or books closely related to Smithsonian collections.

**NONAPPROPRIATED RESOURCES** — General trust funds provide support to defray the costs of staff salaries and benefits, fund raising, exhibition design and production, publications, materials, outside specialists, and contractual services. Donor/sponsor-designated funds cover costs related to specific projects and programs.

## COMMUNICATIONS

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/Sponsor-Designated		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2009 ACTUAL	20	2,230	23	2,935	0	16	0	0
FY 2010 ESTIMATE	23	2,342	20	2,989	0	0	0	0
FY 2011 ESTIMATE	24	2,586	20	3,056	0	0	0	0

### **STRATEGIC GOALS: EXCELLENT RESEARCH; BROADENING ACCESS; AND MISSION ENABLING**

#### **Federal Resource Summary by Performance Objective and Program Category**

Performance Objective/ Program Category	FY 2010		FY 2011		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Excellent Research</b>						
<i>Research</i>						
Engage in research and discovery	1	53	1	55	0	2
<b>Broadening Access</b>						
<i>Digitization and Web Support</i>						
Provide improved digitization and Web support	1	51	2	208	1	157
<b>Public Programs</b>						
Provide reference services and information	9	810	9	832	0	22
<b>Mission Enabling</b>						
<i>Management Operations</i>						
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	12	1,428	12	1,491	0	63
<b>Total</b>	<b>23</b>	<b>2,342</b>	<b>24</b>	<b>2,586</b>	<b>1</b>	<b>244</b>

#### **BACKGROUND AND CONTEXT**

The Office of Communications consists of three departments: the Office of Public Affairs (OPA), the Visitor Information and Associates' Reception Center (VIARC), and the Office of Government Relations (OGR).

OPA coordinates public relations and communications in conjunction with museums, research centers, and offices to present a consistent and positive image of the Institution. The Office facilitates the goal of Mission Enabling as it develops programs to advance the Institution's objectives and acquaints the public with research, exhibitions, public programs, and other Smithsonian activities by working with the news media and issuing publications for staff and the public. OPA extends the Institution's communication's message to the Web by overseeing content on the central and press room websites. OPA also works with units throughout the Institution to establish and maintain guidelines and standards.

VIARC seeks to broaden the public's knowledge, appreciation, and enjoyment of the Smithsonian and to facilitate the goal of Broadening Access by promoting participation in the Institution's programs and activities. VIARC also advances the goal of Excellent Research by providing behind-the-scenes volunteers who assist staff in conducting their research.

OGR serves as the liaison between the Smithsonian Institution and various federal agencies, as follows: Office of Management and Budget, House and Senate Appropriations and oversight Committees, House and Senate staff, and other contacts.

For FY 2011, the budget estimate includes an increase of 1 FTE and \$244,000. This amount includes 1 FTE and \$150,000 for Web support for digitization and \$94,000 for necessary pay for existing staff funded under this line item.

## **MEANS AND STRATEGY**

To achieve the goal of Mission Enabling, OPA directs its resources to nationwide mass-media publicity and to expanding relationships with minority communities through targeted radio and print advertising. OPA publishes the Smithsonian annual report and visitors' brochures. It also produces *Science at the Smithsonian*, an online blog devoted to scientific research, and *The Torch*, a monthly online staff newsletter. OPA has primary responsibility for extending the Institution's communications message to the Web by overseeing content on the central and press room websites, and by working with units throughout the Institution to establish and maintain guidelines and standards.

VIARC advances the goal of Broadening Access by disseminating information about public programs, exhibitions, events, and collections. VIARC has content responsibility for four segments of the Smithsonian website: Visitor Information, Events, Exhibits, and *Encyclopedia Smithsonian*.

In addition, VIARC provides oversight and scheduling of information and end-panel placement for about 20 information signs on and near the National Mall; seven-day, year-round operation of the Smithsonian Information Center; recruitment, training, scheduling, and seven-day supervision of volunteer and staff information specialists at 15 museum information desks; operation of public inquiry mail and telephone information services, including the main Smithsonian telephone number; operation and oversight of the Castle Docent Program; and outreach to the local, national, and international tour and travel industries.

VIARC oversees approximately 2,200 volunteers throughout the Smithsonian, representing one-third of the Smithsonian volunteer corps. VIARC advances the goal of Excellent Research through the "Behind-the-Scenes" volunteer program, which assists staff in conducting their research. Volunteer assignments range from clerical tasks to highly complex research, conservation, and technical work.

To achieve the goal of Mission Enabling, OPA responds to all media inquiries in a timely manner with accurate, concise information, and initiates story ideas to the media about Smithsonian exhibitions, research, and programs.

#### **FY 2011 REQUEST — EXPLANATION OF CHANGE**

For FY 2011, the budget estimate includes an increase of 1 FTE and \$244,000. This amount includes 1 FTE and \$150,000 for Web support for digitization and \$94,000 for necessary pay for existing staff funded under this line item. The Web support for digitization increase is as follows:

- (+ \$150,000, + 1 FTE) These funds will be used to hire a Web expert to expand and enhance the use of Web and new media technologies to promote the expanding availability of the Institution's digitized collections. The funds will support and enhance digitization initiatives to capture the imagination of young and underserved audiences.

**NONAPPROPRIATED RESOURCES** — General trust funds support salaries and benefits of personnel and other related costs. In addition, these funds provide general support for information dissemination, outreach, publications, and general operations.

## INSTITUTION-WIDE PROGRAMS

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2009 ACTUAL	0	7,330	0	0	0	0	0	0
FY 2010 ESTIMATE	0	10,839	0	0	0	0	0	0
FY 2011 ESTIMATE	0	12,139	0	0	0	0	0	0

### **STRATEGIC GOALS: EXCELLENT RESEARCH; BROADENING ACCESS; STRENGTHENING COLLECTIONS; AND MISSION ENABLING**

#### **Federal Resource Summary by Performance Objective and Program Category**

Performance Objective/ Program Category	FY 2010		FY 2011		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Excellent Research</b>						
<i>Research</i>						
Engage in research and discovery	0	1,614	0	1,614	0	0
<b>Broadening Access</b>						
<i>Public Programs</i>						
Provide reference services and information	0	1,121	0	1,221	0	100
<b>Strengthening Collections</b>						
<i>Collections</i>						
Improve the stewardship of the national collections	0	4,969	0	6,169	0	1,200
<b>Mission Enabling</b>						
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	0	3,135	0	3,135	0	0
<b>Total</b>	<b>0</b>	<b>10,839</b>	<b>0</b>	<b>12,139</b>	<b>0</b>	<b>1,300</b>

#### **BACKGROUND AND CONTEXT**

Since 1993, Congress has approved the creation of the following four Institution-wide funding programs:

- Research Equipment Pool
- Latino Initiatives Pool
- Collections Care and Preservation Fund
- Information Resources Management Pool

In 1993, Congress approved the Smithsonian's reallocation of funds to create two Institution-wide funding programs: the Research Equipment Pool to support the units' needs for state-of-the-art research equipment, and the Information Resources Management (IRM) Pool to systematically address information technology (IT) needs throughout the Institution. The Institution first received funds in FY 1995 to support the development of a third Institution-wide program, this one for Latino initiatives, including research, exhibitions, and educational programming. In FY 1998, Congress approved a \$960,000 increase to the IRM Pool specifically dedicated to collections information systems (CIS) needs. The FY 2006 appropriation included an increase of \$1 million to establish another Institution-wide program — the Collections Care and Preservation Fund (CCPF). The CCPF provides resources for the highest priority collections management needs throughout the Institution to improve the overall stewardship of Smithsonian collections.

The budget request includes an increase of \$1,300,000 for the following Institution-wide programs: Collections Care and Preservation Fund (+ \$1,200,000) and the Latino Initiatives Pool (+ \$100,000). Additional increases of 7 FTEs and \$1,250,000 for collections needs for the National Museum of Natural History (NMNH) and the National Zoo (NZP) are justified here to strategically address Institution-wide and museum-specific critical collections care needs, but are included in the FY 2011 estimates for the specific unit.

## **ADDITIONAL BACKGROUND AND CONTEXT – COLLECTIONS CARE INITIATIVE**

Smithsonian collections are a national and global resource accessed each year by millions of visitors and researchers who use traditional methods and cutting-edge technologies to explore subjects from aeronautics to zoology. Through its collections, the Smithsonian presents the astonishing record of American and international artistic, historical, cultural, and scientific achievement, with a scope and depth that no other institution in the world can match. Collections are acquired from tropical rainforests, archaeological sites, everyday life, the depths of the oceans, and extra-terrestrially. Whatever the source, the objects and specimens are preserved and maintained for public exhibition, education, and study.

Currently, Smithsonian museum collections total 137 million objects and specimens. In addition, the holdings of the Smithsonian include 1.7 million library volumes and materials, including rare books, and 100,000 cubic feet of archives. Among the vast collections are irreplaceable national icons, examples of everyday life, and scientific material vital to the study of the world's scientific and cultural heritage. The scope is staggering: from a magnificent collection of ancient Chinese bronzes to the Star-Spangled Banner; from a 3.5-billion-year-old fossil to the Apollo lunar landing module; from insects and

meteorites to paintings and memorabilia of the U.S. presidency. As the steward of the national collections, the Smithsonian has the unique responsibility to manage and preserve the collections held in trust for the public. This responsibility for preserving and making collections accessible is an historic tradition at the Smithsonian. The scope, depth, and unparalleled quality of these collections make it imperative to ensure that they are properly preserved and made accessible for current and future generations to enjoy and study.

Moreover, Smithsonian collections have a unique and significant role in addressing scientific and societal issues of the 21st century. Smithsonian collections serve as a storehouse of ideas and a foundation for scholarship, discovery, and education. For example:

- Scientific collections acquired a century or more ago are being used today to address challenges facing society, including global warming, invasive species, and deadly diseases such as Avian Flu.
- Smithsonian collections contribute to population recovery of endangered species, advances in reproductive biology, genome resource banking, medical research, forensic analysis, bio-security, and conservation policy worldwide.
- The encyclopedic collection at the National Museum of Natural History (NMNH) is an essential resource for scientists worldwide studying the earth sciences, the biological world, and human origins and cultures.
- Smithsonian collections define our national identity, documenting our history and diversity.

Collections care is not a single process or procedure, but a series of components that are interwoven, interdependent, and ongoing. The condition of facilities housing collections, the quality of storage and preservation, and the ability to document collections in manual and electronic formats directly affect the Smithsonian's ability to make collections available to scholars and the general public worldwide. Because collections stewardship is fundamental to the Smithsonian's mission, there is a critical and urgent need for new resources to accomplish basic collections management activities for accountability, preservation, and accessibility of the collections.

The Administration has defined stewardship of federal scientific collections as a key priority that is critical for maintaining America's excellence and leadership in science and technology. Smithsonian scientific collections serve an important role in public health and safety, national security, trade and economic development, medical research, and environmental monitoring. In addition, Smithsonian cryo-collections support the use of new technologies in emerging Institution-wide and national research initiatives.

In early 2009, the Interagency Working Group on Scientific Collections (IWGSC), established by the Committee on Science of the National Science and Technology Council and co-chaired by the Smithsonian, issued a report on the current state of federal scientific collections and provided recommendations for their management and use. The Smithsonian's collections care initiative and the FY 2011 requested increase directly support the recommendations of the IWGSC report, *Scientific Collections: Mission-Critical Infrastructure for Federal Science Agencies*, and the Organization for Economic Cooperation and Development Global Science Forum, by taking a systematic approach to safeguarding collections for current and future generations of researchers and scientists.

### **MEANS AND STRATEGY — RESEARCH EQUIPMENT POOL**

The Smithsonian's ambitious research agenda requires appropriate equipment to reach its goal of Excellent Research. This basic equipment infrastructure requires regular maintenance, upgrades, and routine replacement. With the current allocation, the Institution will strive to prioritize and address the many research needs throughout the Smithsonian community.

### **MEANS AND STRATEGY — LATINO INITIATIVES POOL**

To achieve the goal of Broadening Access through research, exhibitions, collections, performing arts, and educational initiatives, the Latino Initiatives Pool provides annual funding for Smithsonian programs that focus on U.S.-Latino experiences and contributions to science, history, art, music, and society. Pool funds enhance the Smithsonian's ability to provide relevant programming through the support of exhibits, collections management, public programs, education, research, and community/public outreach and the acquisition of Latino art and artifacts. Projects are selected on a competitive basis from proposals that demonstrate effective deployment of the pool funds, other Smithsonian resources, and external funding.

### **MEANS AND STRATEGY — COLLECTIONS CARE INITIATIVE**

To achieve the goals of Broadening Access and Strengthening Collections, resources will be applied to address the most critical collections needs in two main areas:

- Collections care and preservation; and
- Collections information systems

The collections care and preservation resources will enable the Smithsonian to implement an Institution-wide collections assessment program, preserve collections, and store them in better conditions for use, while the

collections information systems resources will further the digitization of collections information and images, and provide improved public access to the national collections through the Internet.

- **Collections Care and Preservation**

The Smithsonian has taken a pragmatic and systematic approach to improve the stewardship of Smithsonian collections. Critical steps taken to date include:

- creation of the first-ever Smithsonian Collections Advisory Committee to establish the Institution's priorities for collections management and implement an action plan
- development of collections-specific performance goals and standards for senior management and museum directors
- revision of the Smithsonian's collections management policy and implementation standards
- development of short- and long-term collection goals for Smithsonian units
- development of an inventory of current Smithsonian collections storage space, including the identification of unit collections storage requirements
- stabilization and treatment of specific collections at risk
- development of an Institution-wide collections assessment

In FY 2011, the Smithsonian will continue to build on these initiatives and follow an action plan for strategically addressing the critical preservation and storage needs of collections based on the results of the Institution-wide collections assessment.

- **IRM Pool — Collections Information Systems**

Collections information systems serve as cornerstones for accountability, public education, and research. Digitizing collections information helps achieve the goals of Strengthening Collections and Broadening Access by improving the stewardship and accessibility of the national collections via the Internet. CIS resources support the deployment, maintenance, and enhancement of unit-specific collections information systems; fund the continued digitization of collections; and improve access to digital information on collections for scientific inquiry and public use. Examples of past funded projects include:

- the migration of millions of records from obsolete legacy database systems to stable and supported collections information systems
- the digitization of millions of collections records and images
- the enhancement of registration-level records with research findings, curatorial notes, and digital images
- the purchase and implementation of a single, commercial collections information system for the Smithsonian's six art museums as well as

- the National Air and Space Museum, the National Postal Museum, the Anacostia Community Museum, and the National Museum of African American History and Culture
- o the purchase and customization of a digital asset management system used by multiple Smithsonian units

## **MEANS AND STRATEGY — INFORMATION RESOURCES MANAGEMENT POOL**

IRM Pool funds support network operations and server administration. Specifically, funds are used for:

- upgrades and enhancements to the Smithsonian's information technology (IT) infrastructure
- contractor support in the Network Operations Center
- provision of Active Directory and desktop migration technicians
- network hardware/software maintenance
- digitization of collections information and images
- public delivery of Smithsonian digital assets

## **FY 2011 REQUEST — EXPLANATION OF CHANGE — COLLECTIONS CARE INITIATIVE**

The FY 2011 budget estimate for Institution-wide programs includes an increase of \$1,200,000 for the Collections Care and Preservation Fund. In addition, this request provides essential resources to meet professional standards of collections care and address the highest priority collections management needs throughout the Institution. These funds will enable the Institution to provide better access to the national collections as well as the improved storage, conservation, and preservation resources needed to ensure their longevity and availability.

The specific increases requested for collections care are as follows:

- **Collections Care and Preservation Fund (+ \$1,200,000)** — This request provides resources for the Smithsonian to implement an Institution-wide collections assessment program, address the Smithsonian Inspector General's collections-related audit recommendations, and improve the preservation, storage, and accessibility of collections currently at risk of loss or damage.

The Smithsonian has developed a pragmatic approach to improve the stewardship of its collections, and the Smithsonian Collections Advisory Committee has developed an action plan to systematically address the critical needs of collections. In FY 2009, the Smithsonian initiated an Institution-wide collections assessment adapted from a survey tool used

by the National Museum of Natural History. The resulting data will guide long-term strategic plans for collections care, identifying areas where improvements are needed, establishing priorities, and providing a practical framework for the allocation of collections care resources. The Collections Care and Preservation Fund is important to meet the strategic goals for Strengthening Collections, but the current level of funding is insufficient to meet the Smithsonian's collections needs.

The requested increase will improve collections care, mitigate collections deterioration, and strategically address Institution-wide critical collections care needs by:

- implementing an Institution-wide collections assessment program that guides long-term strategic plans for Strengthening Collections based on the resulting data
- addressing the Smithsonian Inspector General's audit recommendations regarding deficiencies in collections inventory and security
- stabilizing, rehousing, and inventorying specific collections at risk
- providing funds to continue purchasing compact storage units and replacing substandard cabinetry, such as the purchase of museum-quality storage for the National Air and Space Museum's small/medium-sized object collections and archives at the Udvar-Hazy Center, Phase Two
- providing funds to continue to conduct collections-level assessments, preservation surveys, and inventories to establish unit-specific priorities and strategic plans for the allocation of collections care resources

- **Unit-Based Collections Care and Preservation (+ \$1,250,000 and 7 FTEs)** — This increase is requested to address high-priority, unit-specific collections care needs and reduce collections at risk due to declines in collections care personnel. Additional detail is provided in the units' justifications. The increases are as follows:
  - (+ \$750,000, + 5 FTEs) Provides the NMNH with funds to address specific collections care deficiencies identified through the Museum's collections assessment, and improve the preservation, storage, and accessibility of the collections. This increase will enable NMNH to replace substandard storage cabinetry that is currently detrimental and hazardous to marine, mammal, fossil, herbarium, and bird collections; digitize original handwritten collection ledgers, increasing their accessibility for scholarly use; update inventories of the North American ethnographic collections; and create electronic catalogue records and specimen images for important insect, animal, and plant specimens.

- (+ \$500,000, + 2 FTEs) Provides the NZP with funds to support the welfare and care of the animal collection. Excellence in animal care is paramount for maintaining the Zoo's accreditation by the Association of Zoos and Aquariums (AZA), as well for maintaining compliance with the Animal Welfare Act. An extensive animal care staffing audit revealed that the NZP has a shortfall of animal keepers. The requested increase of two animal keepers for \$155,000 and \$345,000 for animal food, animal medicine, and enrichment supplies and pest management supplies will assist in reducing this gap.

#### **FY 2011 REQUEST – EXPLANATION OF CHANGE – LATINO INITIATIVES POOL**

The FY 2011 budget request includes an increase of \$100,000 for the Smithsonian Latino Initiatives Pool. This increase will allow the Smithsonian to increase support for research, collections, public and educational programs, and exhibitions that will generate and advance knowledge and understanding of the contributions of Latinas and Latinos to U.S. history, culture, arts, music, and science at a national level.

There is an increasing awareness at the Smithsonian of the need to ensure diversity and equity by the inclusion of Latino perspectives, and of the opportunities inherent in such diversity. Latinos are the nation's fastest-growing minority and, consequently, the Smithsonian's potentially largest new constituency. Latino scholars, writers, scientists, and artists are making extraordinary contributions to our common fund of knowledge and culture. By expanding the funding base, the Latino Initiatives Pool will be able to fund projects that are under-funded and also fund additional worthy projects that reach a national audience. Expanding the funding base will also allow the production of more virtual and traveling exhibitions and public programs, and offer more opportunities for participants in fellowship programs throughout the United States.

## OFFICE OF EXHIBITS CENTRAL

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2009 ACTUAL	25	2,794	12	719	0	14	0	0
FY 2010 ESTIMATE	30	2,982	9	725	0	0	0	0
FY 2011 ESTIMATE	30	3,082	9	769	0	0	0	0

### STRATEGIC GOALS: BROADENING ACCESS AND MISSION ENABLING

#### Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2010		FY 2011		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Broadening Access</b>						
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	26	2,520	26	2,604	0	84
<i>Mission Enabling</i>						
<i>Management Operations</i>						
Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse.	4	462	4	478	0	16
<b>Total</b>	<b>30</b>	<b>2,982</b>	<b>30</b>	<b>3,082</b>	<b>0</b>	<b>100</b>

### BACKGROUND AND CONTEXT

The mission of the Office of Exhibits Central (OEC) is to provide comprehensive exhibition services to the Smithsonian Institution and the larger museum community, so that they can provide compelling, high-quality, cost-effective exhibitions that connect the American people to their history and cultural and scientific heritages.

To achieve the strategic goal of Broadening Access, the OEC will continue to expand its project management capability to ensure a more coordinated, full-service, and cost-effective approach to exhibit production. Of equal importance will be the expansion of the OEC's consultation and exhibition planning services to improve the exhibition planning and development processes throughout the Institution. In addition, the OEC will increase the amount of unique work done in-house, outsource more production-oriented work, and broaden its collaborations with other

Smithsonian units. The OEC will also continue to emphasize its innovation and modernization initiatives by expanding services offered via state-of-the-art, computer-controlled technology in OEC production units. The OEC's Special Exhibitions Division, SED, will continue to host compelling Smithsonian exhibitions in the S. Dillon Ripley Center's International and Concourse Galleries as well as in the Commons, Schermer, and Great Hall Galleries in the Institution's Castle Building.

The FY 2011 budget request includes an increase of \$100,000 for necessary pay for existing staff funded under this line item.

## MEANS AND STRATEGY

As the Smithsonian's most comprehensive producer of exhibits, the OEC is dedicated to providing its Smithsonian clients with first-class exhibition design, editing, production, and installation services. Each year, the OEC designs and produces approximately 100 projects, large and small, for almost every office and museum in the Smithsonian. The Smithsonian Institution Traveling Exhibition Service (SITES) continues to be the OEC's largest client. The SED provides exhibition services throughout the museum community.

In FY 2011, most OEC resources will be focused on achieving the goal of Broadening Access by:

- improving the quality of exhibition design, consultation, production, and installation services
- increasing and maintaining staff knowledge and expertise in state-of-the-art technology, techniques, and advances in the exhibit field, and upgrading equipment to support emerging trends
- improving the exhibit development process

To accomplish these objectives, the OEC will outsource more of the routine, repetitive, non-exhibit work to private contractors, thus freeing up OEC staff with specialized experience to concentrate on exhibits that require unique skills. The OEC will also build on well-established, collaborative relationships with other Smithsonian design and production units, and will expand its existing relationships and develop new ones with the many private exhibition design and production companies available today. These efforts will be carried out through the OEC's Project Management Office. Taken together, these initiatives should result in a more informed and expert staff (through a continued emphasis on training), the increased use of state-of-the-art, computer-controlled graphic production equipment, and an improved object preparation and storage capability.

**NONAPPROPRIATED RESOURCES** — General trust funds support salaries and benefits of personnel and associated costs for the Smithsonian Community Committee activities.

## MUSEUM SUPPORT CENTER

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2009 ACTUAL	22	2,361	0	0	0	0	0	0
FY 2010 ESTIMATE	25	1,858	0	0	0	0	0	0
FY 2011 ESTIMATE	25	1,912	0	0	0	0	0	0

### STRATEGIC GOAL: STRENGTHENING COLLECTIONS

#### Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2010		FY 2011		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Strengthening Collections</b>						
<i>Collections</i>						
Improve the stewardship of the national collections	25	1,858	25	1,912	0	54
<b>Total</b>	<b>25</b>	<b>1,858</b>	<b>25</b>	<b>1,912</b>	<b>0</b>	<b>54</b>

#### BACKGROUND AND CONTEXT

The Museum Support Center (MSC) is the principal off-site conservation and collections facility for the National Museum of Natural History's (NMNH) irreplaceable national collections. In addition, the MSC houses important collections from other Smithsonian museums, such as the National Museum of American History (NMAH). In FY 2011, additional collections from several Smithsonian art museums will be relocated to the MSC, including the Hirshhorn Museum and Sculpture Garden (HMSG), the Freer and Sackler Galleries (FSG), and the National Museum of African Art (NMAfA). Located in Suitland, Maryland, this facility houses more than 55 million objects. The MSC accommodates collections within several general types of storage media: collections in cabinets; open shelving for biological specimens preserved in alcohol; high bay storage for very large objects such as totem poles, boats, meteorites, and large mounted mammals; and freezers for tissues and film.

The facility also houses laboratories for molecular systematics, conservation, and other specialized research. The MSC staff provides collections

management services, including preservation and logistics, safety and pest control, collections relocation, administrative, shipping, and receiving services. The staff also oversee security operations required for the proper care of museum collections, and provide computer support services for administrative, research, and collections management data needs.

The FY 2011 budget request includes an increase of \$54,000 for necessary pay for existing staff funded under this line item.

## **MEANS AND STRATEGY**

To support the Smithsonian goal of Strengthening Collections, the FY 2011 funding will be used to complete relocation of collections from NMNH, HMSG, FSG and NMAfA. MSC staff will complete the moves of physical anthropology collections currently stored at the NMNH, and art, tissue, and film collections stored at multiple locations to the recently renovated Pod 3 at the MSC. Relocations will include cleaning, stabilization (such as object supports and archival storage containers), and pest control.

In FY 2011, funds will also support staff and equipment relocations as space is reassigned and renovated in preparation for the multi-phased master plan renovations at the MSC, which will improve and update support systems and laboratory spaces at the MSC facility.

## MUSEUM CONSERVATION INSTITUTE

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/Sponsor-Designated		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2009 ACTUAL	20	3,081	0	81	0	46	0	13
FY 2010 ESTIMATE	24	3,119	0	40	0	14	0	0
FY 2011 ESTIMATE	24	3,199	0	20	0	0	0	0

**STRATEGIC GOALS: EXCELLENT RESEARCH; BROADENING ACCESS; REVITALIZING EDUCATION; STRENGTHENING COLLECTIONS; AND MISSION ENABLING**

**Federal Resource Summary by Performance Objective and Program Category**

Performance Objective/ Performance Category	FY 2010		FY 2011		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Excellent Research</b>						
<i>Research</i>						
Engage in research and discovery	11	1,182	11	1,189	0	7
<b>Broadening Access</b>						
<i>Public Programs</i>						
Provide reference services and information to the public	1	118	1	125	0	7
<b>Revitalizing Education</b>						
<i>Education</i>						
Engage and inspire diverse audiences	1	125	1	130	0	5
<b>Strengthening Collections</b>						
<i>Collections</i>						
Improve the stewardship of the national collections	6	926	6	960	0	34
<b>Mission Enabling</b>						
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	4	663	4	685	0	22
Modernize the Institution's financial management and accounting operations	1	105	1	110	0	5
<b>Total</b>	<b>24</b>	<b>3,119</b>	<b>24</b>	<b>3,199</b>	<b>0</b>	<b>80</b>

## **BACKGROUND AND CONTEXT**

The Smithsonian's Museum Conservation Institute (MCI) is the center for specialized technical collection research and conservation for all Smithsonian museums and collections. MCI combines knowledge of materials and the history of technology with state-of-the-art instrumentation and scientific techniques to provide technical research studies and interpretation of artistic, anthropological, biological, and historical objects. Through its *Healthy Environments, Healthy Practices, Healthy Collections* initiative, MCI responds to the threats of climate change and global warming that will affect cultural heritage in multiple and complex ways, including developing and using less invasive and less damaging materials and procedures for collection conservation.

MCI, as the only Smithsonian resource for technical studies and scientific analyses for most of the Smithsonian's collections, brings unique analytical capabilities to Smithsonian researchers, including a central mass spectroscopy instrument core and advanced technological capabilities. These services are available to Smithsonian units at no charge. In addition to requests for consultations from within the Smithsonian, MCI responds to requests from affiliates and outside organizations, such as the White House, U.S. House of Representatives, U.S. Department of Homeland Security—Immigration and Customs Enforcement, U.S. Department of State, and other federal, museum, and academic organizations.

For FY 2011, the budget estimate includes an increase of \$80,000 for necessary pay for existing staff funded under this line item.

## **MEANS AND STRATEGY**

To achieve the goal of Excellent Research, MCI will provide increased technical and research assistance to the museums and scientific research centers. MCI will initiate, facilitate, and support collaborative research projects on biological isotopes and proteomics, nanoscale analysis of museum materials, modern museum and collection materials such as plastics, the mechanisms of degradation and biodeterioration, and historical and archaeological technologies. MCI will also use its website, publications, hosted symposia, presentations, invited seminars, and lectures to disseminate the results of its research programs.

MCI's technology transfer initiatives (nanoscale analyses and imaging, proteomics, modern materials, and biodeterioration) will cross all of the boundaries between Smithsonian units and support all of the Smithsonian's Grand Challenges. MCI's exploration of new technologies in nanoscale

imaging and proteomics will support Unlocking the Mysteries of the Universe and Understanding and Sustaining a Biodiverse Planet, respectively. MCI's exploration of materials science related to modern materials will support Understanding the American Experience; biodeterioration research will use technology from Sustaining a Biodiverse Planet to support Valuing World Cultures. MCI's investigations of historical and archaeological materials and technologies will also support Valuing World Cultures.

To achieve the goal of Broadening Access, MCI's technical information office will continue serving the museum community, the cultural heritage management community, museum studies students, and the public. The technical information office answers direct inquiries and distributes general guidelines in printed and electronic formats, handling more than 1,500 information requests annually. MCI's website will be enhanced to increase the impact of the Institute's research and outreach programs.

MCI will achieve the goal of Revitalizing Education by continuing to promote career development for Smithsonian conservators and other collections care providers through colloquia, symposia, and workshops, as well as distance-learning opportunities. MCI, in collaboration with Smithsonian museums and affiliates, will offer public programs to present the results of MCI research, heighten awareness of the problems of preserving cultural heritage, and gain information about the nature and scope of problems that the Institute's constituencies encounter. MCI will also partner with Smithsonian museums and affiliates to offer media events, printed and Internet materials, presentations, workshops, and demonstrations to reach new audiences, especially those that will be targeted by the Institution's newest museums. MCI will continue to offer internships for students pursuing careers in conservation and conservation science.

To achieve the goal of Strengthening Collections, MCI will support the efforts of Smithsonian museums and research centers in their efforts to care for the national collections and disseminate that information to the larger museum community and the public. MCI will continue its study of the assessment and remediation of collection hazards. MCI will focus on developing and using less invasive and less damaging materials and procedures for collection conservation, reflecting the importance of incorporating energy-efficient and "green" materials and practices into the Institute's work. MCI will pursue collaborative conservation treatment projects with other Smithsonian units by providing conservation guidance and art history technical consultations to the art and history museums on their more challenging and unique objects. Through continuing communication and interaction with museum conservators, special training needs and research projects will be identified and research and symposia will

be developed to address the most urgent collection preservation needs, such as museum environments (involving light, temperature, and humidity), museum hazards (such as pests and pesticides), and collections storage.

MCI's umbrella theme, *Healthy Environments, Healthy Practices, Healthy Collections*, directly supports the Smithsonian's Strategic Plan priorities in all four Grand Challenge areas, although its primary impact will be in Understanding the American Experience and Valuing World Cultures.

To achieve the goal of Mission Enabling, MCI will use its own strategic plan to guide allocation of its budgetary and human resources, and to secure additional financial resources for its high-priority programs. Resource allocations will be tracked against performance metrics in each of the strategic areas, and against the needs and goals of the Smithsonian's museums and research centers. MCI will encourage staff to participate in budget-performance integration, succession management, and leadership development programs. MCI will continue to implement and communicate efficient, rational, and creative operational and administrative practices that enable staff to advance the Smithsonian mission while ensuring resources are wisely managed in a manner that reflects transparency and the Smithsonian's status as a public trust. MCI will ensure an efficient, collaborative, committed, innovative, and accountable workforce through leadership, development, evaluation, and support of staff and the recruitment, selection, and development of diverse, highly skilled employees. MCI will promote diversity in all aspects of working with the Institution's operations, employees, Fellows, interns, and vendors. MCI will continue to improve communications with internal and external stakeholders.

**NONAPPROPRIATED RESOURCES** — Annually, MCI receives non-appropriated resources from gifts and endowments, grants and contracts, discretionary income, and business ventures. These sources provide, on average, \$50,000 for specific programs and projects in research, education, and outreach designated by the donor/sponsor and \$15,000 for general activities at the discretion of the director. In FY 2009, MCI was awarded more than \$58,000 for sponsor-designated research and equipment. In addition, The Andrew W. Mellon Foundation has awarded MCI a challenge grant of \$1.75 million. The Smithsonian agreed to match the Mellon grant by raising \$3.25 million in additional funds within four years to establish a restricted endowment of \$5 million. The funds released by the endowment will remain in the MCI budget for strengthening conservation science research.

## SMITHSONIAN INSTITUTION ARCHIVES

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2009 ACTUAL	18	1,978	4	446	0	411	0	0
FY 2010 ESTIMATE	20	2,054	4	450	3	347	0	0
FY 2011 ESTIMATE	20	2,142	4	516	3	347	0	0

### **STRATEGIC GOALS: EXCELLENT RESEARCH; BROADENING ACCESS; STRENGTHENING COLLECTIONS; AND MISSION ENABLING**

#### **Federal Resource Summary by Performance Objective and Program Category**

Performance Objective/ Program Category	FY 2010		FY 2011		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Excellent Research</b>						
<i>Research</i>						
Ensure the advancement of knowledge in the humanities	2	213	2	252	0	39
<b>Broadening Access</b>						
<i>Digitization and Web Support</i>						
Provide improved digitization and Web support	2	232	2	270	0	38
<b>Public Programs</b>						
Provide reference services and information	2	215	2	173	0	-42
<b>Strengthening Collections</b>						
<i>Collections</i>						
Improve the stewardship of the national collections	12	1,156	12	1,169	0	13
<b>Mission Enabling</b>						
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	2	238	2	278	0	40
<b>Total</b>	<b>20</b>	<b>2,054</b>	<b>20</b>	<b>2,142</b>	<b>0</b>	<b>88</b>

#### **BACKGROUND AND CONTEXT**

The Smithsonian Institution Archives (SIA) serves as the institutional memory of a unique American cultural resource and steward of national collections. The history of the Smithsonian serves in many ways as the history

of the scientific enterprise in America, particularly in the 19th century. SIA supports the Smithsonian community, scholars, and the public by evaluating, acquiring, and preserving the records of the Institution and related documentary materials, as well as making them accessible. In addition, SIA develops policies and provides guidance for managing the Institution's vast archival collections, offers a range of reference, research, and record-keeping services, and creates products that promote understanding of the Smithsonian and its history.

The FY 2011 budget estimate includes an increase of \$88,000 for necessary pay for existing staff funded under this line item.

## **MEANS AND STRATEGY**

In FY 2011, SIA will continue to focus on capturing, preserving, and providing access to research materials on Smithsonian history. SIA will continue to support the needs of thousands of researchers seeking information from the Archives; provide online access to ever more information from or about the holdings; collaborate fully with units serving broad external audiences (such as The Smithsonian Associates, the Smithsonian Center for Education and Museum Studies, and the Smithsonian Affiliations Program); set archival collections management standards; and assist all Smithsonian units with the proper disposition of their files. Other offices that will be served this year include the newly formed Office of the Board of Regents and the National Museum of African American History and Culture.

An ongoing challenge will be the care and preservation of the historical photographic collection that documents the visual history of the Institution. The goal is to provide much broader and easier access to these collections.

**NONAPPROPRIATED RESOURCES** — General trust funds support salaries and benefits for an archivist, a paper conservator, and two staff members working on the Smithsonian Photographic Initiative. In addition, the photographic initiative staff includes three other positions funded by donor/sponsor-designated trust funds.

## SMITHSONIAN INSTITUTION LIBRARIES

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2009 ACTUAL	90	9,638	9	1,121	3	2,595	0	0
FY 2010 ESTIMATE	97	10,008	9	1,235	4	1,700	0	0
FY 2011 ESTIMATE	97	10,168	8	1,130	6	2,250	0	0

### **STRATEGIC GOALS: EXCELLENT RESEARCH; BROADENING ACCESS; STRENGTHENING COLLECTIONS; AND MISSION ENABLING**

#### **Federal Resource Summary by Performance Objective and Program Category**

Performance Objective/ Program Category	FY 2010		FY 2011		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Excellent Research</b>						
<i>Research</i>						
Engage in research and discovery	21	2,911	21	2,928	0	17
Ensure the advancement of knowledge in the humanities	25	2,430	25	2,571	0	141
<b>Broadening Access</b>						
<i>Digitization and Web Support</i>						
Provide improved digitization and Web support	9	790	9	817	0	27
<b>Public Programs</b>						
Provide reference services and information	4	413	4	352	0	-61
<b>Exhibitions</b>						
Offer compelling, first-class exhibitions	1	146	1	76	0	-70
<b>Strengthening Collections</b>						
<i>Collections</i>						
Improve the stewardship of the national collections	24	1,758	24	1,822	0	64
<b>Mission Enabling</b>						
<i>Management Operations</i>						
Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse	1	107	1	112	0	5
Strengthen an institutional culture that is customer centered and results oriented	11	1,405	11	1,441	0	36
<b>Ensuring Financial Strength</b>						
Secure the financial resources required for the Institution's mission	1	48	1	49	0	1
<b>Total</b>	<b>97</b>	<b>10,008</b>	<b>97</b>	<b>10,168</b>	<b>0</b>	<b>160</b>

## **BACKGROUND AND CONTEXT**

As the largest and most diverse museum library in the world, the Smithsonian Institution Libraries (SIL) leads the Smithsonian in taking advantage of the opportunities of the digital society. SIL provides authoritative information and creates innovative services for Smithsonian Institution researchers, scholars, visiting Fellows and the general public, to further their quest for knowledge. Through paper preservation and digital technologies, SIL ensures broad and enduring access to the Libraries' collections for all users.

For FY 2011, the budget estimate includes a net increase of \$160,000. This includes an increase of \$267,000 for necessary pay for existing staff funded under this line item, and an adjustment of (-\$107,000) due to the FY 2010 Buyout process.

## **MEANS AND STRATEGY**

SIL's strategic plan for 2009–2013, *A Focus on Service*, demonstrates the Libraries' dedication to providing information and creating innovative services and programs for the Institution and general public. In 2011, SIL will continue to seek interactive engagement with users by making Web content available to millions of scholars, students, teachers, researchers, and interested people worldwide — through experimentation, trial projects, and Web-based communities. SIL also reaches individual researchers and members of the public in every state and many foreign countries by lending crucial books and articles through its interlibrary loan program. The Resident Scholar programs will continue to build collaborative partnerships with scholarly programs and individuals who find the Libraries' collections vital to their research.

SIL will enhance researchers' access to Smithsonian collections through digital images and information offered on networked resources. Initiatives include developing Web-based discovery and retrieval tools and continuing to add new information to the Smithsonian Institution Research and Information System (SIRIS). For example, through the SI Collections Search Center, SIL recently provided access to a research collection covering more than 430,000 pieces of commercial catalogues and trade literature representing more than 27,000 manufacturers, corporations, and companies.

SIL continues to supply information resources that are critical to the Smithsonian's work by acquiring, preserving, cataloguing, and managing collections, particularly around the SI centers and areas of interdisciplinary research. SIL's Book Conservation Laboratory staff work to preserve and stabilize volumes that are damaged to ensure their availability for future use, and the Libraries' Digital Imaging Center scans volumes to share on the

Internet with users everywhere. SIL responds to staff and visitor needs by redesigning facilities to retain tightly focused on-site collections integrated with collaborative space, while relieving overcrowded libraries by providing environmentally sound off-site shelving and housing at the Pennsy Drive facility. In FY 2011, renovations are planned for libraries in the National Museum of Natural History (NMNH), the Smithsonian Environmental Research Center (SERC), the Museum Support Center (MSC), the Cooper-Hewitt, National Design Museum (CHNDM), and other units, as well as at the National Zoological Park Smithsonian Conservation Biology Institute at Front Royal, Virginia.

SIL continues to inform the nation about its collections and create interest in them through its exhibition program, which shows the intrinsic beauty of books as artifacts and cultural icons, as well as the value of books for the information they provide as documentation for art, science, and artifact collections. In addition to its exhibition *Paper Engineering: Fold, Pull, Pop and Turn* in the National Museum of American History (NMAH), Libraries' staff are working with SI curators to plan an exhibition focusing on trade literature and its accompanying objects. In NMNH, the Libraries will display works of art on paper and books related to the NMNH centennial celebration. Staff in the Special Collections Department are collaborating with the National Library of Medicine on a forthcoming exhibition about poisons. All exhibitions have an online component to broaden the audience and keep the exhibitions alive for future viewing.

SIL collaborates with other Smithsonian units and external organizations in many ways. The Libraries create and publish digital research products to give scholars the documentation they need for their research in all fields. These products include republication of significant out-of-print books and articles, original diaries and manuscripts, collections of archival literature, illustrations, topical exhibitions, and bibliographic guides and databases. With the support of private funding, SIL houses the Secretariat for the Biodiversity Heritage Library, an international project to digitize and make easily available the legacy literature of biodiversity, involving partners in the United States, China, Australia, and Brazil. SIL will also continue digitizing its own biodiversity literature to contribute to the Library. In 2010, SIL began a pilot project to explore options for digitization projects in history, arts, and culture.

SIL partners with the SI Scholarly Press to produce the electronic *S/Contributions* series, and also hosts and maintains the Scholarly Press's website. SIL maintains the Smithsonian Research Online (SRO) database, comprising both the Smithsonian Digital Repository (SDR) and the Smithsonian Research Bibliography (SRB) to preserve and provide permanent access to the scholarly results of the Institution's research. In FY 2011, SIL

will develop tools to capture information on publications that will support assessments of excellence in SI research. SIL will continue to work with the Institution's art and history museums to expand the content of the SRO system, and will expand the number of units contributing information about their staffs' research publications to the SRB.

SIL will provide metadata guidance and incorporate, as appropriate, emerging national metadata standards on an Institution-wide basis for SIL and SI digital publications and products.

**NONAPPROPRIATED RESOURCES** — General trust funds help defray the costs of providing information services to Smithsonian units, and support exhibitions, publications, public programs, and fundraising efforts. Donor/sponsor-designated funds support projects and programs such as the SIL/Resident Scholar Programs, lectures, publications, acquisitions, and preservation activities.

## OFFICE OF THE CHIEF INFORMATION OFFICER

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/Sponsor-Designated		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2009 ACTUAL	85	39,117	18	3,411	0	84	0	0
FY 2010 ESTIMATE	90	43,536	19	3,407	0	0	0	0
FY 2011 ESTIMATE	96	46,806	19	3,403	0	0	0	0

### STRATEGIC GOALS: BROADENING ACCESS AND MISSION ENABLING

#### Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2010		FY 2011		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Broadening Access</b>						
<i>Digitization and Web Support</i>						
Provide improved digitization and Web support	4	2,000	10	3,350	6	1,350
<b>Mission Enabling</b>						
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	86	41,536	86	43,456	0	1,920
<b>Total</b>	<b>90</b>	<b>43,536</b>	<b>96</b>	<b>46,806</b>	<b>6</b>	<b>3,270</b>

### BACKGROUND AND CONTEXT

The Office of the Chief Information Officer (OCIO) provides vision, leadership, policy, and oversight associated with managing and operating the information technology (IT) for the Institution's museums and research centers.

For FY 2011, the budget estimate reflects an increase of 6 FTEs and \$3,270,000. This request includes:

- \$495,000 for necessary pay for existing staff funded in this line item
- \$1,492,000 for non-discretionary communications increases that are justified in the Mandatory Costs section of this budget submission
- an adjustment of (-\$67,000) due to the FY 2010 Buyout process
- \$1,350,000 and 6 FTEs in programmatic increases for:

- Increased storage capacity for the Digital Asset Management System (4 FTEs and \$1,000,000)
- Web customization and support using SharePoint software (2 FTEs and \$350,000)

## **MEANS AND STRATEGY**

The OCIO will use best practices in the management and operations of information technology to enhance the “increase and diffusion of knowledge” and achieve the Institution’s goals of Broadening Access and Mission Enabling. The following strategies are cross-cutting and central to the Smithsonian’s mission of connecting Americans to their history and heritage, as well as to promoting innovation, research, and discovery in science:

- Use state-of-the-art, secure information systems to modernize financial, human resources, facilities management, collections, education, and research processes
- Replace network equipment, servers, desktop computers, and scientific workstations on an industry best practice life cycle to increase reliability and improve the security of information systems and the data that they contain
- Leverage commercially available technology to enhance existing IT systems at the Smithsonian so that they will increase public access to and use of digital surrogates of collection objects and research data; and implement an Institution-wide Digitization Strategic Plan that addresses the creation, management, and use of these digital assets
- Maintain the Institution’s telecommunications infrastructure to provide reliable, secure, and cost-effective voice and data communications systems that support Smithsonian missions
- Meet federal requirements for providing timely and accurate financial information
- Improve the Institution’s ability to integrate financial and performance management systems as part of the Enterprise Resource Planning (ERP) effort

## **FY 2011 REQUEST — EXPLANATION OF CHANGE**

For FY 2011, the OCIO budget estimate includes a total increase of 6 FTEs and \$3,270,000. This includes \$495,000 for necessary pay for existing staff funded under this line item; an adjustment of (-\$67,000) due to the FY 2010 Buyout process; 4 FTEs and \$1,000,000 for increased storage capacity for the Digital Asset Management System; 2 FTEs and \$350,000 for Web customization and support; and \$1,492,000 for increased communications costs. The communications increase request is justified in the Mandatory Costs section of this budget submission.

The programmatic increase of 6 FTEs and \$1,350,000 for the OCIO's FY 2011 requested budget increase is described in greater detail below:

- **Digitizing Collections (+ \$1,000,000, + 4 FTEs)** – In FY 2009, the Institution established a Digital Asset Management System (DAMS) support branch to develop the Smithsonian's pilot DAMS into a full enterprise production system with mature processes and production-quality data. The focus of the DAMS is on managing the master digital assets (e.g., images, video, and audio) and providing access to digital derivatives — including collection, non-collection, and scientific digital assets. As such, the DAMS is a key component of the Smithsonian's digital infrastructure and a primary component of the Enterprise Digital Asset Management Network (EDAN) architecture.

An increase of 4 FTEs and \$1,000,000 will be used to increase storage capacity in the DAMS to support a greatly expanded number of digital assets contained in the system, to include audio and video assets, and provide the level of operational support and maintenance required for an Institution-wide system managing these critical assets. Funds are requested to move toward the ideal of a unified, digital Smithsonian by continuing the process of digitizing resources, making existing digital assets more open and available, and ensuring that all digitization efforts are coordinated. As the Institution embraces the potential of sharing its knowledge and collections online, executing this plan will ensure that digital assets are created and managed to maximize access and use both internally and externally.

- **Collections Accessibility (+ \$350,000, + 2 FTEs)** — An increase of 2 FTEs and \$350,000 will enhance the use of the World Wide Web and new media technologies to promote the expanding availability of the Institution's digitized collections. These funds will support and enhance digitization initiatives to capture the imagination of young and underserved audiences. The requested increase will also support customization of the Institution's SharePoint software to integrate search capabilities with other institutional application systems. SharePoint solutions will enable virtual collaboration with external museums, research centers, and educators.

In FY 2009, the Institution obtained a nearly \$4 million donation of Microsoft SharePoint services and licenses. This new technology will be used in FY 2010 to redesign the Smithsonian's intranet so that it increases communication among staff, provides virtual collaboration communities internally, and rationalizes the Web publishing process to enable non-Web staff to directly update content to keep the intranet

an authoritative, current, and trusted source of content. Funding is requested to establish a SharePoint program office in the OCIO to assist units in moving their intranet presence onto the SharePoint platform, which may require a certain amount of business re-engineering, and in building public SharePoint solutions to enable virtual collaboration with external units. Once fully implemented, SharePoint will be a critical tool and platform for updating the Smithsonian Learning Model to support new kinds of learning, innovation, and knowledge creation inside and outside of the Institution, including life-long learning for Smithsonian staff and visitors.

**NONAPPROPRIATED RESOURCES** — General trust funds support salaries and benefits of personnel and other related costs of the OCIO.

## ADMINISTRATION

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2009 ACTUAL	162	29,107	157	26,115	6	1,647	0	165
FY 2010 ESTIMATE	194	32,989	164	27,328	5	805	0	40
FY 2011 ESTIMATE	198	34,252	168	27,993	4	705	0	0

**STRATEGIC GOALS: EXCELLENT RESEARCH; BROADENING ACCESS; REVITALIZING EDUCATION; STRENGTHENING COLLECTIONS; AND MISSION ENABLING**

**Federal Resource Summary by Performance Objective and Program Category**

Performance Objective/ Program Category	FY 2010		FY 2011		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Excellent Research</b>						
<i>Research</i>						
Engage in research and discovery	0	20	0	20	0	0
Ensure the advancement of knowledge in the humanities	0	22	0	22	0	0
<b>Broadening Access</b>						
<i>Digitization and Web Support</i>						
Provide improved digitization and Web support	0	12	0	12	0	0
<i>Public Programs</i>						
Provide reference services and information	0	44	0	44	0	0
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	0	44	0	44	0	0
<b>Revitalizing Education</b>						
<i>Education</i>						
Engage and inspire diverse audiences	3	238	3	248	0	10
<b>Strengthening Collections</b>						
<i>Collections</i>						
Improve the stewardship of the national collections	2	236	2	242	0	6
<b>Mission Enabling</b>						
<i>Security and Safety</i>						
Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers	2	370	2	370	0	0

Performance Objective/ Program Category	FY 2010		FY 2011		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b><i>Management Operations</i></b>						
Strengthen an institutional culture that is customer centered and results oriented	33	4,540	33	4,731	0	191
Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse	65	12,013	65	12,117	0	104
Modernize the Institution's financial management and accounting operations	60	10,528	61	10,935	1	407
Modernize and streamline the Institution's acquisitions management operations	29	4,922	32	5,467	3	545
<b>Total</b>	<b>194</b>	<b>32,989</b>	<b>198</b>	<b>34,252</b>	<b>4</b>	<b>1,263</b>

## BACKGROUND AND CONTEXT

The Smithsonian Institution Administration program provides vision, leadership, policy, and oversight associated with managing and operating the museums and research centers. Administration includes executive leadership provided by the offices of the Secretary, the Under Secretary for Science, the Under Secretary for History, Art, and Culture, and the Under Secretary for Finance and Administration, as well as the central administrative activities of human resources, diversity, financial, and contract management, as well as legal services. The FY 2011 estimate reflects the change in presentation of moving the Office of the Chief Information Officer from the Administration line item to its own line item under Broadening Access.

For FY 2011, the budget estimate reflects an increase of 4 FTEs and \$1,263,000. This request includes:

- \$759,000 for necessary pay for existing staff funded in this line item
- \$55,000 for the annual audit of the Smithsonian's financial statements and personal property inventory (+ \$33,000) and increased processing fees for the Smithsonian's payroll services (+ \$22,000), non-discretionary increases that are justified in the Mandatory Cost section
- (-\$67,000) decrease for Workers' Compensation, based on the bill for FY 2011 and justified in the Mandatory Costs section of this budget submission
- (-\$104,000) adjustment due to the FY 2010 Buyout savings
- \$620,000 and 4 FTEs in programmatic increases to support critical requirements for financial analysis, reporting, and documentation of financial data to improve internal controls and implement the recommendations of the Board of Regents' Governance Committee

## **MEANS AND STRATEGY**

The Institution will use best practices in management to enhance the “increase and diffusion of knowledge” and achieve the Institution’s goals. The following strategies are cross-cutting and central to performing the Smithsonian’s mission of connecting Americans to their history and heritage, as well as to promote innovation, research, and discovery in science:

- Support the Board of Regents and its committees
- Develop and implement necessary internal controls as recommended by the Board of Regents’ Governance Committee, which will involve strengthening personal property management inventory controls and meeting increasing demands for acquisition of goods and services by realigning and augmenting resources
- Provide high-quality leadership and oversight for all policies, programs, and activities of the Institution’s museums and research centers by attracting, recruiting, and retaining leaders with superior talent
- Provide oversight of the Smithsonian budget process as it is developed and executed to support the operating and capital programs of the Institution, establish and enforce budgetary policies and procedures, and ensure that Smithsonian resources support achievement of the Institution’s goals and objectives
- Provide high-quality legal counsel and advice to the Regents, the Secretary, Under Secretaries, advisory boards, unit directors, Smithsonian Enterprises, and the Woodrow Wilson International Center for Scholars
- Provide leadership and guidance for Institution-wide collections initiatives, policies, and programs to improve the stewardship of Smithsonian collections
- Manage human resources, foster diversity, and align human capital with the Institution’s goals and performance objectives. Continue to conduct workforce and gap analyses, strengthen training policies and programs, develop succession planning, and evaluate and improve assessment tools for human resources performance
- Ensure the financial strength of the Institution and provide the Smithsonian with effective and efficient budgeting, financial, contracting, and management support services, including reliable financial reporting
- Advance the Institution’s mission in the most economic, efficient, and effective way by supporting audit, evaluation, investigative, contracting, and other advisory services
- Expand and improve on the Latino Virtual Museum in Second Life, the most advanced, three-dimensional, Internet-based technology available, thus increasing the Latino Center’s educational reach and impact
- Work with the Smithsonian Secretary’s executive diversity committee, Office of Human Resources, and Office of Equal Employment and Minority Affairs to increase the diversity of the workforce throughout the Institution

## FY 2011 REQUEST – EXPLANATION OF CHANGE

For FY 2011, the Administration budget estimate includes a total increase of 4 FTEs and \$1,263,000, which includes \$759,000 for necessary pay for existing staff funded under this line item and an adjustment of (-\$104,000) due to the FY 2010 Buyout savings; \$33,000 for the annual audit of the Smithsonian's financial statements and personal property inventory; \$22,000 for increased processing fees for the Smithsonian's payroll services; and a decrease of (-\$67,000) for the Workers' Compensation bill for FY 2011. These amounts are justified in the Mandatory Costs section of this budget submission.

The programmatic summary of 4 FTEs and \$620,000 for the FY 2011 requested budget increase is described in greater detail below:

### **Improving Internal Controls**

- (+ \$137,000, + 1 FTE) This increase supports one GS-13 accountant to provide an effective compliance review and control testing program to include testing and evaluating the effectiveness of internal controls on major financial processes, developing processes for continual monitoring of high-volume financial transactions, and routinely assessing risks.
- (+ \$483,000, + 3 FTEs) This increase is requested to hire one GS-14 systems coordinator to strengthen internal system controls, one GS-14 compliance review manager to develop and conduct procurement policy reviews and develop and implement corrective action plans, and one GS-13 acquisition career manager to plan, develop, and oversee the contracting and procurement-related training for all Smithsonian procurement personnel.

With the FY 2011 budget request, the Smithsonian will be able to resolve critical internal control weaknesses identified in the Institution's risk assessment; develop a process for validating, testing, and strengthening key financial internal controls for high-volume financial transactions, including contribution accounting, accounts payable, vendor maintenance, and accounts receivable; improve the contracting system control environment and streamline administrative processes; continue implementing the Office of Contracting and Personal Property Management staff training and policy compliance reviews; ensure compliance with established policies and required certifications for contracting personnel; promote a culture of accountability Institution-wide; strengthen critical internal controls; ensure reliable financial reporting; and mitigate financial risk through validation and testing of internal controls.

**NONAPPROPRIATED RESOURCES** — General trust funds support salaries and benefits of personnel and other related costs. General trust funds also are used to support administrative activities, information dissemination, outreach, publications, and fund raising. Donor/sponsor-designated funds provide support for costs related to programs and projects such as scientific research. For example, the Seward Johnson and Hunterdon endowment funds are used to improve basic support and strengthen important research efforts carried out at marine stations, and for pursuing scientific opportunities in oceanographic research.

## OFFICE OF THE INSPECTOR GENERAL

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2009 ACTUAL	17	2,192	2	322	0	0	0	0
FY 2010 ESTIMATE	22	2,700	1	256	0	0	0	0
FY 2011 ESTIMATE	22	2,657	1	256	0	0	0	0

### STRATEGIC GOAL: MISSION ENABLING

#### **Federal Resource Summary by Performance Objective and Program Category**

Performance Objective/ Program Category	FY 2010		FY 2011		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Mission Enabling</b>						
<b><i>Management Operations</i></b>						
Strengthen an institutional culture that is customer centered and results oriented	22	2,700	22	2,657	0	-43
<b>Total</b>	<b>22</b>	<b>2,700</b>	<b>22</b>	<b>2,657</b>	<b>0</b>	<b>-43</b>

### BACKGROUND AND CONTEXT

The Inspector General Act requires the Office of the Inspector General (OIG) to conduct and supervise audits and investigations that are, in the judgment of the IG, necessary or desirable relating to programs and operations of the Smithsonian Institution.

The OIG fulfills its mandate by conducting administrative and criminal investigations and engaging in audits and reviews of Smithsonian Institution operations and programs. The OIG's audits include annually required reports, such as the quality assurance review of the Institution's annual financial statement audits and Federal Information Security Management Act (FISMA) reviews. The OIG also conducts audits and reviews as listed in its annual Audit Plan.

For FY 2011, the budget estimate includes a net decrease of (-\$43,000). This includes an increase of \$72,000 for necessary pay for existing staff and an adjustment of (-\$115,000) due to the FY 2010 Buyout process.

The Inspector General concurs that the resources requested in the President's budget are satisfactory to meet the needs of the office. The Inspector General Reform Act of 2008 requires that the budget request detail the amount of funds requested by the OIG for staff training and to support the Council of the Inspectors General on Integrity and Efficiency (CIGIE). The OIG has requested \$39,750 for training and \$6,360 to support the CIGIE, which are both funded in the base resources.

## **MEANS AND STRATEGY**

The resources requested will be used to fund salaries, benefits, and support costs for staff engaged in audits, investigations, and other activities necessary to accomplish the OIG's mission. To balance its oversight responsibility with available resources, the OIG selects mission-critical areas for evaluation that:

- are the focus of congressional and executive branch attention;
- have high public interest and/or large dollar outlays;
- figure prominently in the Smithsonian's Strategic Plan and annual performance plans and reports; or
- have known performance and accountability or high-risk issues

The OIG's Audit Plan includes four mandatory sets of audits: (1) the annual audits of the Smithsonian's financial statements, which the IG oversees; (2) the annual reviews under FISMA, which the IG also oversees; (3) an audit of the Smithsonian's administration of contracts awarded under the American Recovery and Reinvestment Act; and (4) an audit of the travel and other expenses of the Regents, conducted at their request to fulfill a statutory requirement. In addition, the plan includes audits of major contract proposals for fair and reasonable pricing; collection practices of the museums to safeguard their assets from damage and loss; internal controls; management of institutional policies; and Smithsonian membership organizations.

The investigative staff will continue to conduct administrative and criminal investigations, resolve complaints, and proactively engage the Institution's staff to detect and prevent waste, fraud, and abuse.

In addition, the OIG will respond to requests for audits and reviews from the Board of Regents, the Secretary, and the Congress. The OIG will also continue to maintain a substantial inventory of areas identified as needing audit work.

**NONAPPROPRIATED RESOURCES** — General trust funds support salaries and benefits of personnel and other related costs.

## FACILITIES MAINTENANCE

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2009 ACTUAL	354	58,296	0	75	0	26	0	0
FY 2010 ESTIMATE	357	72,935	0	75	0	19	0	0
FY 2011 ESTIMATE	357	72,729	0	75	0	19	0	0

### STRATEGIC GOAL: MISSION ENABLING

#### **Federal Resource Summary by Performance Objective and Program Category**

Performance Objective/ Program Category	FY 2010		FY 2011		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Mission Enabling</b>						
<i>Facilities</i>						
Implement an aggressive and professional maintenance program	350	68,335	350	68,229	0	-106
<i>Security and Safety</i>						
Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers	7	4,600	7	4,500	0	-100
<b>Total</b>	<b>357</b>	<b>72,935</b>	<b>357</b>	<b>72,729</b>	<b>0</b>	<b>-206</b>

### BACKGROUND AND CONTEXT

The mission of the Office of Facilities Engineering and Operations (OFEO) is to provide world-class services and stewardship by building, operating, maintaining, and ensuring a safe, secure, and healthy environment that enhances the Smithsonian experience for more than 30 million visitors annually.

Facilities Maintenance focuses on facility preservation activities and encompasses the upkeep of property and equipment, or the work necessary to realize the originally anticipated useful life of a fixed asset. OFEO is responsible for the maintenance and repair of an infrastructure of approximately 12 million square feet of owned and leased buildings and

structures, including 19 museums and galleries, nine research centers, and the National Zoological Park (NZP). The buildings and structures range from the well-known museums to supporting structures such as guard booths, animal shelters, and hay barns.

The National Research Council (NRC) recommends that annual maintenance funding total 2 to 4 percent of the physical plant's current replacement value. The Institution's FY 2008 replacement value was conservatively estimated at \$5.3 billion. This equates to minimum required funding of \$100 million for maintenance and minor repair projects. These requirements have been validated through the Facility Condition Assessment process and Reliability Centered Maintenance (RCM) analysis, and have been reviewed by the Government Accountability Office (GAO). The GAO recognized the deteriorating condition of Smithsonian buildings and cited the underfunded maintenance program as one of the principal causes. Additionally, as new and renovated museums and major exhibitions open, maintenance requirements rise due to technological advances and the increased number of systems supporting the Smithsonian's infrastructure.

Most of the current maintenance funding is consumed with day-to-day emergencies and unplanned repairs created by insufficient maintenance. The quality, effectiveness, and longevity of repairs are being compromised by the need to stretch resources to meet all of the requirements. Degradation of building systems and components will continue to escalate capital repair costs until the Smithsonian achieves at least the minimum maintenance funding level.

The FY 2011 budget estimate includes a net decrease of (-\$206,000). This includes an increase of \$1,194,000 for necessary pay for existing staff funded under this line item; a program adjustment of (-\$750,000) to offset the Smithsonian's unfunded fixed costs; and an adjustment of (-\$650,000) due to the FY 2010 Buyout process.

## **MEANS AND STRATEGY**

To support the Institution's goal of Mission Enabling, OFEO continues an aggressive, long-range facilities maintenance and minor repair program, using an RCM approach that includes benchmarking efforts with organizations such as the Association of Higher Education Facilities Officers (APP). RCM is a widely accepted maintenance industry philosophy that incorporates a cost-effective mix of predictive, proactive, preventive, and reactive maintenance practices. Benchmarking efforts resulted in a staffing goal to achieve APPA's recommended level-1 standard for building maintenance, referred to as "Showpiece Facility." The "Showpiece Facility"

level of maintenance will ensure that preventive maintenance is scheduled and performed on time; emergencies are infrequent and handled efficiently to ensure proper temperature and humidity levels for collections requirements; maintenance activities are highly organized and focused; and service and maintenance calls are responded to immediately. This optimum level of maintenance is no less than what should be expected at the world's largest and most visited museum and research complex.

In FY 2011, the Institution will continue raising its level of service to approach APPA's maintenance level 2, "Comprehensive Stewardship" standard. This level of maintenance will ensure that equipment and building components are in operating condition; sufficient staffing is in place to respond to maintenance calls in a timely manner; and electrical and mechanical systems are routinely tested and upgraded.

Additionally, OFEO will continue providing protection for the Institution's facilities, collections, staff, visitors, and volunteers through state-of-the-art physical security measures.

#### **FY 2011 REQUEST — EXPLANATION OF CHANGE**

For FY 2011, the budget estimate includes a net decrease of (-\$206,000). This includes an increase of \$1,194,000 for necessary pay for existing staff funded under this line item; a program adjustment of (-\$750,000) to offset the Smithsonian's unfunded fixed costs; and an adjustment of (-\$650,000) due to the FY 2010 Buyout process. The program adjustment is as follows:

- (-\$750,000) The Smithsonian will redirect maintenance funds to offset unfunded salary and benefit requirements within the Salaries and Expense account. The FY 2011 Facilities Maintenance line-item will be funded at the same level as in FY 2010 (\$73 million). Given the planned pay raise, there will be a small reduction in actual maintenance work performed.

**NONAPPROPRIATED RESOURCES** — General trust funds support salaries and benefits, and other related costs. Donor/sponsor-designated funds provide support for costs related to Smithsonian programs, such as horticulture operations, architectural history, and historic preservation projects.

## FACILITIES OPERATIONS, SECURITY, AND SUPPORT

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/Sponsor-Designated		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2009 ACTUAL	1,371	188,271	12	2,908	4	203	0	0
FY 2010 ESTIMATE	1,343	197,307	8	3,714	4	294	0	0
FY 2011 ESTIMATE	1,343	198,830	7	3,788	4	300	0	0

### STRATEGIC GOALS: BROADENING ACCESS AND MISSION ENABLING

#### Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2010		FY 2011		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Broadening Access</b>						
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	4	460	4	470	0	10
<b>Mission Enabling</b>						
<i>Facilities</i>						
Improve the overall cleanliness and efficient operation of Smithsonian facilities	599	128,547	599	127,860	0	-687
<i>Security and Safety</i>						
Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers	700	61,900	700	64,000	0	2,100
Provide a safe and healthy environment	40	6,400	40	6,500	0	100
<b>Total</b>	<b>1,343</b>	<b>197,307</b>	<b>1,343</b>	<b>198,830</b>	<b>0</b>	<b>1,523</b>

### BACKGROUND AND CONTEXT

The mission of the Office of Facilities Engineering and Operations (OFEO) is to provide world-class services and stewardship by building, operating, maintaining, and ensuring a safe, secure, and healthy environment that enhances the Smithsonian experience for more than 30 million visitors annually.

The Facilities Operations, Security, and Support (OSS) program within OFEO operates, secures, and supports the Smithsonian's physical

infrastructure in partnership with Smithsonian program staff. OFEO provides operational security and support services for approximately 12 million square feet of owned and leased facilities, including 19 museums and galleries, nine research centers, and the National Zoological Park.

Resources within OSS support facilities operations, including activities such as fire protection; building system operations; grounds care and landscaping; snow removal; pest control; refuse collection and disposal; custodial work; security services; and safety, environmental, and health services. Resources also support facilities planning, architectural/engineering design plans, as well as postage, utilities, and central rent costs.

For FY 2011, the budget estimate includes a net increase of \$1,523,000. This amount includes \$3,361,000 for necessary pay for existing staff funded under this line item; a decrease of (-\$1,827,000) for utilities, postage, and rent, which is justified in the Mandatory Costs section of this budget; a programmatic increase of \$700,000 for the implementation of a comprehensive security officer staffing strategy and increased costs for background investigations; and an adjustment of (-\$711,000) due to the FY 2010 Buyout process.

## **MEANS AND STRATEGY**

To achieve the Institution's goal of Broadening Access, OFEO will continue to develop exhibits and public programs for horticulture, architectural history, and historic preservation.

To achieve the Institution's goal of Mission Enabling, OFEO's base resources will focus on meeting the growing operational requirements of the Institution's facilities. OFEO will continue to efficiently use its resources to revitalize facilities and grounds to provide attractive and appealing spaces to meet program needs and public expectations. OFEO will continue benchmarking the Institution's custodial staffing and service levels with other museums and professional organizations, including the Association of Higher Education Facilities Officers (APP). As a past recipient of the prestigious APPA Award of Excellence, OFEO is committed to measuring performance and staffing levels to ensure that the highest affordable levels of appearance and cleanliness, as well as efficient operations, are maintained.

Ultimately, the Institution intends to achieve APPA's appearance level 2, referred to as "Ordinary Tidiness." This level of appearance will provide an acceptable level of cleanliness that meets public expectations. Currently, OFEO achieves appearance level 3, "Casual Inattention." Although this level

of appearance is not totally acceptable, it will ensure a generally clean and odorless environment. The Institution is committed to achieving the "Ordinary Tidiness" appearance level as befitting the largest and most visited museum complex in the world.

Just as OFEO is committed to providing the highest levels of facility care, its Office of Protection Services (OPS) is equally committed to providing the highest levels of security. OPS will continue to provide protection for the Smithsonian's facilities, collections, staff, visitors, and volunteers, while also permitting an appropriate level of access to the national collections. The Institution will continue to focus on security measures required to address the elevated risks identified. Increased resources in FY 2011 will be used to continue implementing the two-year phased security officer staffing plan that was initiated in FY 2010.

OFEO continues its commitment to ensure that Smithsonian employees have a safer and healthier workplace by creating a culture that embraces and promotes zero injuries; provides professional services promoting a culture of health and wellness; and ensures that all Smithsonian facilities comply with environmental regulations and best practices.

#### **FY 2011 REQUEST – EXPLANATION OF CHANGE**

The FY 2011 budget estimate includes a net increase of \$1,523,000. This increase includes \$3,361,000 for necessary pay for existing staff funded under this line item; a decrease of (-\$1,827,000) for utilities, postage, and rent, which is justified in the Mandatory Costs section of this budget; a programmatic increase of \$700,000 for the implementation of a comprehensive security officer staffing strategy and increased costs for background investigations; and an adjustment of (-\$711,000) due to the FY 2010 Buyout process. The programmatic increases are as follows:

- (+ \$500,000) This increase provides funding to continue the implementation of a new strategic security plan initiated in FY 2010. The plan will enable the Institution to transition to a security force with greater presence in museums, key supervisory positions, and more clearly defined advancement potential. This increase, along with the FY 2010 increase, will only be needed for a two-year transition period, after which the Institution will revert to prior funding levels but will still have a greater security presence. The plan will strengthen the Institution's commitment to maintain an effective and efficient security program, while ensuring a high and consistent level of quality service, as well as responsiveness from the Institution's security program.

This staffing strategy will ensure an Institution-wide increase in security staffing, greater retention of security officers, and more qualified candidates for the federal security officer positions. The basic elements of the plan include:

- contracting for less critical unarmed security posts
- promoting armed security officers from GS-5 to GS-6
- adding more supervisory security officer positions
- (+ \$200,000) This request provides funds for increases to the cost of employee security background investigations that are provided by the Office of Personnel Management. The increase will provide for the Smithsonian's investigation needs and ensure a more thorough background check of its employees. A total of \$200,000 is needed for approximately 430 background investigations annually for employees occupying moderate-risk positions at the Smithsonian.

**NONAPPROPRIATED RESOURCES** — General trust funds support salaries, benefits, and other related costs. Donor/sponsor-designated funds provide for costs related to Smithsonian programs, such as horticulture operations and architectural history and historic preservation projects.



## FACILITIES CAPITAL

FY 2009 Appropriation	\$ 123,000,000
FY 2009 Recovery Act	\$ 25,000,000
FY 2010 Estimate	\$ 125,000,000
FY 2011 Estimate	\$ 136,750,000

### STRATEGIC GOAL: MISSION ENABLING

#### **Federal Resource Summary by Performance Objective and Program Category**

Performance Objective/ Program Category	FY 2010		FY 2011		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Mission Enabling</b>						
<b>Facilities</b>						
Execute an aggressive, long-range revitalization program and limited construction of new facilities	48	122,355	48	135,050	0	12,695
<b>Security and Safety</b>						
Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers	0	2,345	0	1,400	0	-945
Provide a safe and healthy environment	0	300	0	300	0	0
<b>Total</b>	<b>48</b>	<b>125,000</b>	<b>48</b>	<b>136,750</b>	<b>0</b>	<b>11,750</b>

### BACKGROUND AND CONTEXT

The Facilities Capital Program underpins the Smithsonian's mission and represents a vital investment in the long-term interest of the nation. It is intended to provide modern facilities that satisfy public programming needs and facilitate world-renowned research efforts.

The professional engineering study, *Smithsonian Institution Museums and Facilities: Critical Assessment and Improvement Objectives*, published in 2001, established a 10-year, \$1.5 billion requirement for capital revitalization of Smithsonian facilities. The National Academy of Public Administration (NAPA) study of that same year supported these findings, and the Government Accountability Office (GAO) reports of April 2005 and September 2007 confirmed that the Institution needs an investment of \$2.5 billion (in FY 2007 dollars) for revitalization, construction, and maintenance in the coming decade. This amount includes requirements for anti-terrorism modifications and maintenance that were not addressed in the

NAPA study. Funding levels for the past few years have allowed the Smithsonian to make some progress against this requirement.

In the Facilities Capital Program, revitalization involves making major repairs or replacing declining and failed infrastructure to address the causes of advanced deterioration. Once completed, these projects will enable the Smithsonian to avoid the failures in building systems that can create hazardous conditions for visitors and staff, harm animals, damage collections, and cause the loss of precious scientific data. Fulfilling the Smithsonian's mission will also require construction of the congressionally mandated National Museum of African American History and Culture (NMAAHC).

Funding for facilities routine maintenance and minor repairs is included in the Institution's Salaries and Expenses request. These resources are critical to realize the intended design life and full economic value of Smithsonian facilities and to protect the Institution's investment in revitalization. Underfunding maintenance devalues the Institution's capital investment by prematurely shifting increased costs to the Facilities Capital Program.

The Institution plans to use these combined resources to provide for safe, code-compliant, and functional facilities that support Smithsonian programs. Sustained future funding to meet these requirements is essential to ensure the viability of the Institution's physical plant.

## **FY 2011 REQUEST – EXPLANATION OF CHANGE**

The Institution requests \$136,750,000 and 48 FTEs for the Facilities Capital Program in FY 2011. Included in this amount is \$20 million for the National Museum of African American History and Culture (NMAAHC). To continue progress against the NAPA and GAO-recommendation, \$116.75 million is requested for revitalization and for the planning and design of future projects. Major renovation efforts will continue at the National Zoological Park (NZP), which will be guided by the master plan to correct the deteriorating conditions there. This request also recognizes the need to sustain progress in other priority areas, which include revitalizing the National Museum of Natural History (NMNH) and the National Museum of American History (NMAH). This request also provides funding to renovate the Mathias Laboratory at the Smithsonian Environmental Research Center (SERC), continue work on the Smithsonian Tropical Research Institute's (STRI) Gamboa Laboratory, and complete the renovation of Pod 3 at the Museum Support Center (MSC). Other priorities include funding to renovate

the Cooper-Hewitt, National Design Museum's (CHNDM) Carnegie Mansion and to address various safety and security deficiencies.

In addition to the \$116.75 million requested for FY 2011, the Smithsonian intends to use available Legacy Funds to continue renovation of the Arts and Industries Building (AIB). If these funds are not available or the Institution is unable to obtain the required matching funds, the AIB project will be delayed.

The chart that follows summarizes the Institution's full request for the highest priority FY 2011 projects and the related future program funding requirements through FY 2015.

**SMITHSONIAN INSTITUTION**  
**Federal Facilities Capital Program Summary**  
**FY 2008 - FY 2015**

CATEGORY \$Millions	Received	Received	Recovery	Received	Congress Request	Trust * Estimate	Future Program Estimates				Trust* Estimate
	FY 2008	FY 2009	FY 2009	FY 2010	FY 2011		FY 2012	FY 2013	FY 2014	FY 2015	FY 2012-15
<b>REVITALIZATION</b>											
<i>Major Projects</i>											
Arts & Industries Building											
Cooper-Hewitt Museum											
Greenhouse Replacement											
Hirshhorn Museum											
Museum Support Center	2.8	8.2		4.6	12.6	8.9	24.7	31.3	TBD	TBD	4.0
National Air and Space Museum											
National Museum of American History	10.0	15.0			15.0	5.0		7.0	7.0	7.0	
National Museum of Natural History	6.8					7.0	18.0	33.8	25.0	29.0	3.5
National Zoological Park	22.5	25.7			16.3	17.6		12.1	26.5	20.0	
Quadrangle	18.8	21.1		9.7	16.0	11.4	5.0	13.0	27.3	24.8	16.0
Renwick Gallery											
SERC, Mathias Lab & Conte's Wharf Road											
Smithsonian Castle											
STRI, Gamboa	1.5	0.7				3.0	7.0		4.0	2.5	25.0
Suitland Collection Center											
Udvar-Hazy Center											
<i>Other Revitalization Projects</i>	20.5	27.5	10.7	15.1	22.3			12.7	26.3	30.5	33.5
<b>PLANNING AND DESIGN</b>	14.0	21.4		15.7	10.6			25.1	25.1	20.5	10.3
<b>SUBTOTAL</b>	<b>96.9</b>	<b>119.6</b>	<b>25.0</b>	<b>103.2</b>	<b>116.8</b>	<b>29.7</b>	<b>150.0</b>	<b>150.0</b>	<b>150.0</b>	<b>150.0</b>	<b>16.0</b>
<b>ANTI-TERRORISM AND CONSTRUCTION</b>											
Anti-Terrorism Protection	8.5	0.4			1.8			2.9	3.0	14.2	23.0
National Museum of African American History & Culture		3.0			20.0	20.0	16.6	207.0			228.1
Construct SAO Hilo Control Building Extension								0.1	1.5		
Construct SERC Library/Seminar Facility									5.0		
<b>SUBTOTAL</b>	<b>8.5</b>	<b>3.4</b>	<b>0.0</b>	<b>21.8</b>	<b>20.0</b>	<b>16.6</b>	<b>210.0</b>	<b>9.5</b>	<b>14.2</b>	<b>23.0</b>	<b>228.1</b>
<b>TOTAL REQUEST</b>	<b>105.4</b>	<b>123.0</b>	<b>25.0</b>	<b>125.0</b>	<b>136.8</b>	<b>46.3</b>	<b>360.0</b>	<b>159.5</b>	<b>164.2</b>	<b>173.0</b>	<b>244.1</b>
<b>LEGACY FUNDING</b>											
Arts & Industries Building					30.0						

\*Trust funding is mostly programmatic

## SUMMARY TABLES

### ***REVITALIZATION***

#### **Major Projects**

Investment in major projects provides for the replacement of failing or failed major building systems and equipment, and for major renovation projects to preserve the buildings. It primarily includes the exterior envelope, HVAC, electrical, and other utility systems at the older buildings. Projects also entail modifications to ensure compliance with life-safety and Americans with Disabilities Act (ADA) codes, restoration of historic features, and modernization of the buildings to support current program requirements. Major projects are those that cost more than \$5 million.

<b><u>Facility</u></b>	<b><u>Project</u></b>	<b><u>\$(000)</u></b>
Cooper-Hewitt, National Design Museum	Carnegie Mansion Renovation	8,850
Museum Support Center	Renovate Pod 3	5,000
National Museum of American History	Convert Garage into Swing Space for West Wing Renovation	13,000
	West Wing Renovation	5,000
National Museum of Natural History	Revitalize Public and Non-Public Spaces	17,600
National Zoological Park	Upgrade Fire-Suppression, Life-Safety and Infrastructure Systems	4,450
	Renew Seal/Sea Lion Facility	6,000
	Renovate Training and Education Center	1,000
Smithsonian Environmental Research Center	Renovate Mathias Lab/Replace Trailers	16,000
Smithsonian Tropical Research Institute	Replace Gamboa Laboratory Facilities and Upgrade Utility Infrastructure	7,000
<b>TOTAL MAJOR PROJECTS</b>		<b>\$83,900</b>

### **Other Revitalization Projects**

These projects correct extensive and serious facilities deficiencies to materially extend the service life of systems. Unlike the major projects, these are smaller in scale, costing \$5 million or less, and usually involve capital repair or replacement of individual systems or components.

<u>Facility</u>	<u>Project</u>	<u>\$(000)</u>
Hirshhorn Museum and Sculpture Garden	3rd Floor Exhibit Lighting/Code Compliance	600
National Air and Space Museum	Renovate Escalators	1,200
Smithsonian Astrophysical Observatory	Secure Hilo Base Building Instrument Storage	600
Smithsonian Environmental Research Center	Replace HVAC	4,000
Smithsonian Tropical Research Institute	Replace BCI Tramway Modernize Electronic Security	750 1,000
Multiple Locations	Construction Supervision and Administration Misc. projects \$500,000 and under	5,245 <u>8,895</u>
<b>TOTAL OTHER PROJECTS</b>		<b>\$22,290</b>
<b>FACILITIES PLANNING AND DESIGN</b>		<b>\$10,560</b>
<b>TOTAL REVITALIZATION</b>		<b>\$116,750</b>
<b>NEW FACILITIES DESIGN/CONSTRUCTION</b>		
<u>Facility</u>	<u>Project</u>	<u>\$(000)</u>
National Museum of African American History and Culture	Design of New Museum	<u>20,000</u>
<b>TOTAL NEW FACILITIES DESIGN</b>		<b>\$20,000</b>
<b>TOTAL REQUEST</b>		<b>\$136,750</b>

## ***REVITALIZATION PROJECTS***

### **Major Projects:**

**PROJECT TITLE:** Renovate Carnegie Mansion  
**INSTALLATION:** Cooper-Hewitt, National Design Museum (CHNDM)  
**LOCATION:** Manhattan, New York

<u>FY 2011 COST ESTIMATE (Thousands of Dollars):</u>	\$8,850
<u>FUTURE-YEAR FUNDING (FY 2012/FY 2013):</u>	<u>\$8,875</u>
Total	\$17,725

### **BUILDING BACKGROUND:**

The 64-room Carnegie Mansion, designed by the architectural firm of Babb, Cook & Willard, was built between 1899 and 1902. It was the first private residence in the United States to have a structural steel frame and one of the first in New York to have a residential Otis passenger elevator (now in the collection of the Smithsonian's National Museum of American History). The Mansion was transferred to the Smithsonian in 1972 and the Museum opened there in 1976.

### **PROJECT JUSTIFICATION:**

The Mansion requires interior and exterior renovation work. On the interior, the electrical distribution system and emergency systems (fire alarm, sprinkler and emergency egress) are in poor condition and do not meet current code requirements. The lighting system dates from the 1970s and does not meet the needs of a modern museum. These upgrades have been planned to coincide with a Museum-funded project to expand exhibition spaces. Many areas of the Museum have asbestos-containing materials (ACM), as documented in a 1992 study, which will be disturbed during the project and will require ACM abatement.

### **PROJECT DESCRIPTION:**

Renovation of the Mansion infrastructure will include replacement of the electrical distribution system, an upgrade of the lighting system, abatement of asbestos/lead in areas affected by the renovation, upgrades to the fire alarm and sprinkler systems, security system enhancements, replacement of the building's main elevator, and modifications to emergency egress. These efforts will benefit from and be coordinated with a Museum-funded project to add gallery space on the third floor, relocate the Museum's Registrar and a ground-floor conservation laboratory, and restore historic finishes. Combining the renovation work with the expansion project will allow the project to be performed economically, with minimal additional impact to Museum operations. The Institution requests \$8.85 million in FY 2011 to begin the interior portion of the Mansion renovation.

**PROGRESS TO DATE:**

Design of the Mansion renovation project will be completed during the first half of FY 2010, with the actual renovation beginning in FY 2011. The Museum moved its collections to an off-site storage facility in Newark, New Jersey in late FY 2009. Renovation work on the adjacent Miller-Fox House will also begin in FY 2010 and be completed in FY 2011.

**IMPACT OF DELAY:**

The Mansion renovation will benefit from efficiencies related to completing this infrastructure work concurrently with the exhibit expansion project planned by the Museum. Aside from the cost savings to be realized by combining the projects, the Museum's electric, fire alarm, and sprinkler systems are not in compliance with current code requirements. A delay in starting this project will increase the risk of one or more system failures.

**PROJECT TITLE:** Renovate Pod 3, Collections Storage Improvements  
**INSTALLATION:** Museum Support Center (MSC)  
**LOCATION:** Suitland, Maryland

**FY 2011 COST ESTIMATE (Thousands of Dollars):**

Renovate Pod 3	\$5,000
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**PRIOR-YEAR FUNDING:**

Design	\$2,500
Construction	<u>\$35,000</u>
Subtotal	<u>\$37,500</u>
Total	\$42,500

**BUILDING BACKGROUND:**

Designed and built in 1983, the modern, precast concrete center is a research, conservation, and collection storage facility providing optimum environments for the storage, preservation, and study of Smithsonian collections. The original 524,000-square-foot facility consisted of four large collection storage bays, referred to as pods, and an office-laboratory complex. The 120,000-square-foot Pod 5, completed in 2008, provides code-compliant housing and laboratory space for natural history specimens stored in alcohol.

**PROJECT JUSTIFICATION:**

Pod 3 was originally intended for the storage of natural history specimens preserved in alcohol. The National Museum of Natural History (NMNH) engaged in a lengthy design process to complete the installation of a steel collections storage structure in Pod 3; this was necessary as the pod was not constructed with intermediate floors in order to permit maximum flexibility. In the face of changing fire and safety codes and the needs of the collections, it became impractical to upgrade Pod 3 to meet the standards required for alcohol storage. The alcohol-preserved collections in Pod 3 have been moved to the newly completed Pod 5. This has freed up valuable space in Pod 3 for the storage of other Smithsonian collections requiring high-quality environmental conditions and security, including physical anthropology collections, specimens needing cold storage or special gas storage, and art works. These collections are currently stored in substandard space in the museums and in leased space that does not meet climate-control requirements for long-term preservation of collections.

**PROJECT DESCRIPTION:**

Pod 3 has a footprint of about 36,000 square feet. It contains an attached, interior, three-level structural system for collection storage that covers one-third of the available floor space and is being used to store part of the NMNH wet alcohol collection. The revitalization of Pod 3 includes demolishing the inefficient interior three-level structural system, all electrical equipment, and all existing sprinkler piping systems, and reconfiguring the facility to provide additional collection storage capacity for NMNH (36,000 square feet) and art

collections for multiple art museums (36,000 square feet). The space will be divided into two permanent floors, with separate areas for each collection type, and a new mechanical system independent from the rest of the building to provide appropriate environmental conditions for each space. The new space will meet all current fire codes, with a two-hour fire rating for floor slabs and fire walls, and new fire-detection and suppression systems. The Institution requests \$5.0 million in FY 2011 to install the necessary shelving/storage equipment and move the collections into the building. This funding request will complete the Pod 3 project.

**PROGRESS TO DATE:**

Design of the project was completed and construction awarded in FY 2008. Construction was 89 percent complete on December 1, 2009, with a scheduled completion of June 2010. Phased procurement of the equipment, shelving, and collections cabinets is under way for award in FY 2010, with final delivery in 2011 and completion of the collections transfer by mid-FY 2012.

**IMPACT OF DELAY:**

Once the revitalization of Pod 3 is completed, its collections storage capability will be limited without the proper equipment. Without the planned collections storage equipment, the physical anthropology collections (now in NMNH), requiring special environmental conditions, and art collections (multiple leased locations), cannot be relocated out of their currently inappropriate space. This will result in more rapid deterioration of collections items, higher security risks, and higher lease costs for the Institution. Failure to move collections from the NMNH will also delay the next major HVAC renovations of that building because the work cannot be done with collections in those spaces.

**PROJECT TITLE:** Garage In-fill: Swing Space for West Wing Renovation

**INSTALLATION:** National Museum of American History (NMAH)

**LOCATION:** Washington, DC

FY 2011 COST ESTIMATE (Thousands of Dollars):

Construction	\$13,000
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PRIOR-YEAR FUNDING: \$9,500

Total	\$22,500
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BUILDING BACKGROUND:

Built in 1964, the National Museum of American History (NMAH) Kenneth E. Behring Center is one of the Smithsonian's most visited museums. This modern, classical building (752,000 gross square feet) houses a variety of exhibitions that explore America's technological, scientific, cultural, and political history. The collections on display include the *Star-Spangled Banner* that inspired Francis Scott Key, the *First Ladies'* gowns, and *American Presidency*. From its re-opening in late November 2008 through the end of July 2009, the NMAH hosted more than 3.5 million visitors — nearly 1 million more than for the similar period prior to its closing.

### PROJECT JUSTIFICATION:

The garage in-fill project will convert existing parking garage space into office space. This project will create swing space that is crucial in preparation for the Museum's West Wing renovation, which is the next step outlined in the NMAH Master Plan dated February 2006, which was guided by the report of the Blue Ribbon Commission on the National Museum of American History, dated March 2002. When the West Wing renovation is complete, the space will house program and office space.

### PROJECT DESCRIPTION:

The proposed in-fill site includes approximately 30,000 square feet of space, of which 25,000 square feet is an underground, non-visible parking area. The existing parking space, located along the southern edge of NMAH, will be converted into office space that is adjacent to a semi-private zone. After serving as swing space for the West Wing renovation project, the converted space will accommodate the Lemelson Center for the Study of Invention and Innovation; Smithsonian Early Enrichment Center (SEEC); Department of Collections, Documentation Services; Information Technology Group; Exhibits Technology Group; Smithsonian Occupational Health Services; and building support areas such as the Office of Protection Services. The Institution requests \$13.0 million in FY 2011 to complete the project.

### PROGRESS TO DATE:

The schematic design, field investigation, and design development for this effort were completed in November 2008. Construction documents were completed in October 2009 and a Request for Proposal is currently under review by the Smithsonian's contracting officer.

### IMPACT OF DELAY:

The deferral of the garage in-fill project would delay the West Wing renovation, thereby increasing the risk of elevator and mechanical systems failures and delaying improvements needed to meet current fire-protection coverage and safety standards. The planned renovation will help minimize threats to the safety of Museum visitors, staff, and collections. Existing equipment and systems are at the end of their useful lives and will begin to fail at increasing rates, demand increasing amounts of maintenance staff time, and will be more expensive to replace if the project is delayed.

In addition, a delay of the West Wing renovation would result in a breach of agreements with several major donors. This could put anticipated pledge payments at risk.

**PROJECT TITLE:** West Wing Renovation  
**INSTALLATION:** National Museum of American History (NMAH)  
**LOCATION:** Washington, DC

FY 2011 COST ESTIMATE (Thousands of Dollars):

Construction	\$5,000
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PRIOR-YEAR FUNDING: \$6,000

FUTURE-YEAR FUNDING (FY 2012 +): \$49,000

Total	\$60,000
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PROJECT JUSTIFICATION:

This project continues the National Museum of American History (NMAH) Kenneth E. Behring Center modernization. All three public floors of the Museum's West Wing, comprising approximately 119,000 square feet, are part of this major renewal, which redefines the visitor's experience and modernizes and clarifies circulation. The Museum's West Wing renovation, which is the next step outlined in the NMAH Master Plan dated February 2006, is guided by the report of the Blue Ribbon Commission on the National Museum of American History, dated March 2002.

PROJECT DESCRIPTION:

The scope of work for this project includes replacing two zones of the HVAC system, the power-distribution system, fire-detection and alarm systems, life-safety egress, fire protection, and a staff elevator. In addition, the modernization will provide new space for exhibitions such as: *Sports and Entertainment, Music and Popular Culture, American Presidency, and First Ladies*. The Institution requests \$5.0 million in FY 2011 to begin construction.

PROGRESS TO DATE:

The design firm was selected in July 2009 and the pre-design phase (field investigation/survey of the existing conditions) is progressing.

IMPACT OF DELAY:

Delays to the West Wing renovation would increase the risk of elevator and mechanical systems failures, and delay improvements needed to meet current fire-protection coverage and safety standards. The planned renovation will help minimize threats to the safety of the Museum collections, visitors, and staff. Existing equipment and systems are at the end of their useful lives and will begin to fail at increasing rates, demand increasing maintenance staff time, and will be more expensive to replace if the project is delayed.

In addition, a delay of the West Wing renovation would result in a breach of agreements with several major donors. This could put anticipated pledge payments at risk.

**PROJECT TITLE:** Revitalize Public and Non-Public Space  
**INSTALLATION:** National Museum of Natural History (NMNH)  
**LOCATION:** Washington, DC

**FY 2011 COST ESTIMATE (Thousands of Dollars):**

Continue HVAC/Utility System Replacement and Building Renovation	\$ 17,600*
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<b><u>PRIOR-YEAR FUNDING</u></b>	\$221,370
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**FUTURE-YEAR FUNDING (FY 2012–FY 2015)**

Ongoing HVAC replacement and code improvements	\$ 74,600*
Total	\$313,570

\* Does not include funding in Planning and Design account to complete future design of revitalization project.

**BUILDING BACKGROUND:**

The NMNH building opened to the public in 1910. The East and West wings were added in the early 1960s. Two infill buildings were constructed in the original building's East and West courtyards in the late 1990s. The gross interior square footage of the building is approximately one-and-a-half-million square feet. The building includes 300,000 square feet of public museum space, with collections, laboratory, office, and building services spaces filling the remaining 1.2 million square feet. NMNH typically hosts six to seven million visitors annually, and is one of the most visited museums in the world.

**PROJECT JUSTIFICATION:**

The building's mechanical and electrical systems were installed in the early 1960s. At more than 40 years old, they are in need of major renovations. Breakdowns of the mechanical systems are frequent, repair parts are often difficult to procure, and the system does not provide the environmental air quality necessary for visitors or collections. The reliability of the electrical system is compromised by the deteriorated condition of the building's three main electrical switchgears, and the antiquated distribution system poses a safety hazard. In addition, main stairwells and auditorium exit corridors are dark, violating building codes, and are insufficiently served by smoke-evacuation fans. Dozens of building elevators constantly break down, occasionally trapping staff and visitors. Asbestos-laden pipes in the utility tunnels are a potential health hazard and hamper proper maintenance and response to utility failures. The windows in the original portion of the building are deteriorated.

**PROJECT DESCRIPTION:**

Based on the master implementation plan completed in 1987, the Institution is struggling to complete a comprehensive renovation program in the NMNH building, which will replace the HVAC equipment, ductwork, electrical equipment and wiring, piping systems, and windows of the main building.

Asbestos and lead will be abated or encapsulated; the fire-protection, communications, alarm, and emergency power systems will be upgraded; and stormwater systems and a hazardous-chemical control facility will be installed. To date, \$221 million has been appropriated for the revitalization project.

The Institution requests \$17.6 million in FY 2011 to continue the renovation. Specific work will include: completion of the HVAC replacement and associated renovation of the northeast and northwest ground floors of the main building (\$9.5 million); continuing replacement of the main building windows (\$1.0 million); start of the HVAC renovations on the second floor of the West Wing (\$4.9 million); renovation of Hall 26 (\$2.0 million); and the installation of fall protection on the roof (\$0.2 million).

#### PROGRESS TO DATE:

Recently or soon-to-be-completed construction includes HVAC renovations of the West Wing basement, the southwest portion of the third floor of the main building, the west air tower and penthouse, Hall 12, and the main utility tunnels. Work continues on renovating 25 percent of the building's elevators, replacing the emergency generator, and renovating the East Court basement, ground and first floors. Recently awarded or soon-to-be-awarded projects are HVAC renovation of the ground and first floors of the West Wing, renovations to the Court air towers (Air Towers, Phase II), renovations to the North Lobby/Vestibule (Main Building Windows, Phase IV), and modernizing the collections areas electronic security. Design work is nearly complete for the Main Building's northeast and northwest ground floor HVAC renovation and the improvements to perimeter security, Phase 2. The updated space plan and master plan are now complete and form the basis for the sequencing of future infrastructure renovations.

#### IMPACT OF DELAY:

If funding is delayed, building systems will continue to deteriorate and environmental conditions required for the Museum's collections and the visiting public cannot be maintained. In addition, the Museum's exhibit re-installation program would not proceed according to the planned schedule, causing the continued closure of several important exhibition areas to the public.

**PROJECT TITLE:** Upgrade Utility Infrastructure  
**INSTALLATION:** National Zoological Park (NZP), Rock Creek Park/Front Royal  
**LOCATION:** Washington, DC, and Front Royal, Virginia

<u>FY 2011 COST ESTIMATE (Thousands of Dollars):</u>	\$4,450
<u>PRIOR-YEAR FUNDING:</u>	\$23,208
<u>FUTURE-YEAR FUNDING (FY 2012 +):</u>	<u>\$38,500</u>
Total	\$66,158

**PROJECT JUSTIFICATION:**

Much of NZP's current utility and fire-protection infrastructure is obsolete and failing, and does not meet the needs of the Zoo to protect and support its animals' safety. Correcting deficiencies in water service mains is crucial to provide critical fire-suppression systems in many of the unprotected areas of the Zoo, and to provide adequate water for the animals.

**PROJECT DESCRIPTION:**

The Institution requests \$4.45 million to install critical fire-protection and life-safety systems, at both the Rock Creek Park and Front Royal, Virginia facilities, including utility upgrades in Beaver Valley; upgrades to water, sewage, and storm water management; power distribution system upgrades; and smoke evacuation systems for animal buildings.

**PROGRESS TO DATE:**

The Institution has used previous funds to coordinate its Rock Creek utilities master plan, and developed concept designs for upgrading underground utilities for the NZP. Using information in the master plan, the Zoo is developing and implementing renewal projects in priority order to address its needs.

Through FY 2009, many critical infrastructure projects have been completed with federal funding, including funds from the American Reinvestment and Recovery Act. Projects include the replacement and/or upgrading of the medium-voltage electrical distribution system throughout the Zoo; new ductbank conduits, feeders, switches, and transformers; replacing and/or upgrading the fire-protection water supply from Adams Mill gate to the Great Ape House (phases 1 and 2 of the Utility Master Plan); installing and/or replacing fire hydrants throughout the Zoo; installing upgraded fire-alarm, smoke-detection, and fire-suppression systems throughout all animal facilities at the Zoo; and installing central fire alarm-monitoring system and fire protection upgrades for several facilities at NZP-Front Royal. Designs for phased implementation of fire-protection for the remaining Front Royal facilities will begin in FY 2010, as will design for utility infrastructure upgrades.

**IMPACT OF DELAY:** A delay in completing this work would endanger the animals, visitors, and staff, and would hamper the care and safety of the live animal collections.

**PROJECT TITLE:** Renew Seal/Sea Lion Life-Support Systems  
**INSTALLATION:** National Zoological Park (NZP), Rock Creek Park  
**LOCATION:** Washington, DC

**FY 2011 COST ESTIMATE (Thousands of Dollars):**

Final funding component of multi-year construction	\$6,000
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<b><u>PRIOR-YEAR FUNDING:</u></b>	<b><u>\$23,000</u></b>
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Total	\$29,000
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**PROJECT JUSTIFICATION:**

The *Seal and Sea Lion* exhibit is an exhibition anchor for the Beaver Valley. The 30,000-square-foot facility was built in 1978, and includes individual exhibit pools for seals and sea lions, separate holding pools for both species, and a large structure housing the life-support systems, maintenance, storage, and support operations. Age and technology advances have left the life-support systems and associated facilities in need of major revitalization so that current U.S. Department of Agriculture (USDA) and Association of Zoos and Aquariums (AZA) standards for the care of marine mammals can be met.

**PROJECT DESCRIPTION:**

This renewal project makes improvements and modifications to bring the facility into compliance with *Code of Federal Regulations* (CFR), Title 9, volume 1 — Specifications for the Humane Handling, Care, Treatment, and Transportation of Marine Mammals. The work includes replacing deteriorated plumbing pipes and valves, upgrading deteriorated pumps and filters, and providing a new chemical treatment system to clean and control water quality. In addition, the *Seal and Sea Lion* facilities will be renewed by reconfiguring holding and exhibit pools, repairing the deteriorated rockwork and landscape, improving visitor access and amenities, and addressing ADA concerns. The Institution requests \$6.0 million in FY 2011 to complete the renovation.

**PROGRESS TO DATE:**

The Institution completed the design for this project in July 2009. The design concept was approved by both the U.S. Commission of Fine Arts and the National Capital Planning Commission at the end of 2008. Final approvals were given in May/June 2009. The Smithsonian awarded a multi-year funded construction contract for the *Seal/Sea Lion* facility renewal, as well as the upgrade of the Beaver Valley utilities, in September 2009. Construction is currently under way and the project is scheduled for completion in the fall of 2011.

**IMPACT OF DELAY:**

If the life-support systems degrade further, the holding facility would be closed and the animals relocated to another AZA-approved institution. Also, delay of the final increments of multi-year construction funding would escalate costs and the Smithsonian would remain in non-compliance with USDA and AZA standards for the care of marine mammals.

**PROJECT TITLE:** Renovate Training and Education Center  
**INSTALLATION:** National Zoological Park (NZP), Front Royal  
**LOCATION:** Front Royal, Virginia

<u>FY 2011 COST ESTIMATE (Thousands of Dollars):</u>	\$1,000
<u>FUTURE-YEAR FUNDING (FY 2012):</u>	<u>\$3,000</u>
Total	\$4,000

**PROJECT JUSTIFICATION:**

Discovering and understanding biological diversity and advancing scientific solutions for conserving wildlife cannot be achieved without significant creative collaboration. Toward that end, the Institution and George Mason University (GMU) signed a Memorandum of Agreement (MOA) in October 2008 to establish a collaborative education program in global conservation studies. The MOA commits both parties to provide an accredited educational program and facilities to house the program. This program will enhance and expand the NZP's long history of providing education and professional training for the next generation of conservation and science professionals, as well as provide much-needed, updated, code-compliant facilities to house educational and residential functions. The Smithsonian will use federal and trust funds to renovate and expand a currently uninhabitable structure because of its significant deterioration in its utility systems, exterior envelope, and interior partitions, for the new educational facility; GMU will construct new residential and food service facilities on site via a ground lease with the Smithsonian and \$20 million from State of Virginia bond funding.

**PROJECT DESCRIPTION:**

This renewal project renovates and expands an existing building (Building 701-0116) in the Post Area of the Front Royal site. The building (approximately 14,925 gross square feet) is made up of two wings connected by a passage. One wing will be renovated for classrooms; the other wing will be demolished and replaced with a two-story wing (within the same footprint) to house laboratories and offices. While the building footprint remains essentially the same, the total area will increase to approximately 25,400 gross square feet to accommodate the program, circulation requirements, and the constraints of the sloping site. The concept design provides the opportunity to install high-performance components that demonstrate sustainability, including a partial green roof, photovoltaic cells, and rainwater harvesting, which help advance the LEED-gold certification goal. The Institution requests \$1.0 million in FY 2011 to begin construction.

**PROGRESS TO DATE:**

The Institution has completed a concept study that evaluated three alternatives for the reuse of Building 701-0116. Beginning in FY 2010, detailed

design will begin on the preferred alternative. A design contract award is anticipated in January 2010.

**IMPACT OF DELAY:**

If the project is not funded, advancing the Smithsonian's science goal of making a substantial impact in the conservation and recovery of species and habitats will be significantly delayed. The State of Virginia bond financing for the GMU residential and food service components has already been approved. The Smithsonian-Mason Global Conservation Studies program cannot begin without both partners' implementation of the needed facilities projects.

**PROJECT TITLE:** Renovate Mathias Laboratory/Replace Trailers  
**INSTALLATION:** Smithsonian Environmental Research Center (SERC)  
**LOCATION:** Edgewater, Maryland

**FY 2011 COST ESTIMATE (Thousands of Dollars):**

Renovate Laboratory	\$16,000
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**FUTURE-YEAR FUNDING (FY 2012):** \$24,500

TOTAL	\$40,500
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**BACKGROUND:**

SERC conducts long-term research addressing such issues as global climate change, the effects of nutrients/chemicals passing through landscapes, maintenance of productive fisheries, changes to the environment from biological invaders, and protection of fragile wetlands and woodlands. SERC is situated on an approximately 2,650-acre site along the Rhode River on the shore of the Chesapeake Bay. The Center's laboratories are housed in the Mathias Lab and a series of failing, temporary trailers. The Mathias Lab itself is a converted dairy barn that has been modified in several phases over the years — the oldest portion of the building dates from 1935.

**PROJECT JUSTIFICATION:**

SERC needs to reconfigure existing laboratory and support space to achieve an integrated solution to three critical problems revealed by an analysis of the facility. First, SERC must eliminate the use of decrepit and unsafe trailers that provide 25 percent of the organization's lab space and 65 percent of its office space. Second, substandard lab and support space must be upgraded to eliminate unsafe conditions and improve operating efficiencies. Third, energy and maintenance inefficiencies must be eliminated to control operating costs.

**PROJECT DESCRIPTION:**

This project will replace all on-site temporary trailers with a 52,000-square-foot laboratory and support facility, and renovate the existing Mathias Lab to achieve code-compliant laboratory and support space. The fully integrated 70,300-square-foot facility will incorporate sustainable technologies and building methods to achieve improved functional relationships and reduced energy and maintenance costs. The Institution requests \$16.0 million in FY 2011 to begin construction.

**PROGRESS TO DATE:**

The Smithsonian awarded a design contract in March 2009 and the Institution anticipates a completed design by June 2010. A schematic design report will be completed before the end of FY 2010.

**IMPACT OF DELAY:**

A delay in integrating SERC's laboratory and support space will increase the risks associated with use of the deteriorating trailers and delay the realization of energy and maintenance cost savings generated by this project.

**PROJECT TITLE:** Gamboa Development: Replace Laboratory Facilities  
**INSTALLATION:** Smithsonian Tropical Research Institute (STRI)  
**LOCATION:** Panama

FY 2011 COST ESTIMATE (Thousands of Dollars):

Replace Laboratory Facilities	\$ 7,000
<u>PRIOR-YEAR FUNDING:</u>	\$ 5,368
<u>FUTURE-YEAR FUNDING (FY 2012):</u>	<u>\$ 4,000</u>
Total	\$ 16,368

BACKGROUND:

STRI is the principal U.S. organization devoted to research in tropical biology. Both scientific and human welfare depend on a continuing commitment to research in tropical biology for such things as finding untapped tropical resources to add to the important supply of food, pharmaceuticals, and fiber already supplied from the tropics, and to develop a better understanding of how to avoid further ecological catastrophes such as drought, starvation, and flooding caused by deforestation and overpopulation of tropical regions.

STRI recently used trust funds to purchase 18 acres (formerly leased) from the Republic of Panama at a location in Gamboa. STRI also has custodianship of 156 acres of adjacent forest. Gamboa is the central location of STRI's terrestrial research and the departure point for the ferry ride to Barro Colorado Island (BCI) Nature Monument, another key research site over which STRI maintains custodianship. Gamboa is a unique location in that it is protected by geography from encroachment of civilization and pollution, and is adjacent to the 55,000-acre Soberania National Park, considered the most accessible moist forest in central and northern South America, where habitats and species are found that are not present at BCI. The availability of space, natural light, and the relative absence of air pollution have dramatically benefited STRI's experimental plant research program. This program and others like it are critical to understanding the role that tropical plants and soils play in global climate change models, and for enriching our knowledge of tropical biodiversity.

PROJECT JUSTIFICATION:

Future development at Gamboa will be further defined as part of the overall master plan for STRI, which is currently being updated. A key element of the plan will be to consolidate the Terrestrial Tropical Science program, from its current urban location to Gamboa, to take advantage of the excellent research conditions and more direct access to research sites. The research staff, currently located at three sites and in four different buildings, will be relocated to the Gamboa campus. STRI administrative staff, currently located in three buildings, will be relocated to the Tupper Center at the edge of Panama City, which will permit STRI to demolish or transfer approximately 48,000 square feet of old, expensive-

to-maintain buildings in Panama City. This major consolidation will lead to an immediate improvement in administrative efficiency and will establish a critical mass of researchers in a single location, permitting improved flow of ideas and major equipment sharing, as well as shortening the distance to research sites.

**PROJECT DESCRIPTION:**

Anticipating the results of the master plan, the next step in developing the Gamboa site is the replacement of the Santa Cruz School to provide critical laboratory space for Terrestrial Tropical Science. The building has been unoccupied — and unoccupiable — for a number of years. A structural assessment determined that it would be more cost effective to replace the old facility with a comparably sized building made of concrete and/or steel, with low-maintenance, pest-free materials that meet the full requirements for use as a laboratory building. The Institution plans to construct a new building of approximately 40,000 square feet that will replace the space in the Santa Cruz School, as well as the space in other buildings in Gamboa and Panama City that STRI must return to the Republic of Panama. The new building will be slightly larger than the current space to accommodate the latest building codes and provide sufficient space for mechanical equipment. In addition to the building itself, the basic utilities infrastructure will need to be upgraded to support the building and future development of the site. Specific requirements include upgrading the potable water, storage and wastewater systems; securing the perimeter; installing a backup generator and transformer; creating parking and a driveway; and improving the site drainage system.

For FY 2011, the Institution requests \$7 million to support construction of the schoolhouse replacement for use as laboratory space, which includes the upgrade of site utilities and infrastructure. The Smithsonian will request future funding for additional site development at Gamboa, as defined by the master plan, and to complete the laboratory facilities replacement.

**PROGRESS TO DATE:**

STRI has begun planning for the laboratory facilities, and is updating the earlier Facilities Master Plan to incorporate current requirements at Gamboa. During FY 2009, STRI completed some preliminary site work and expects to complete the building design in FY 2010.

**IMPACT OF DELAY:**

A further delay in developing the Gamboa site would hamper STRI's ability to consolidate terrestrial operations at Gamboa, with a resulting loss of research synergy and operational efficiency.

## **Other Revitalization Projects**

**PROJECT TITLE:** Third Floor Exhibit Lighting/Code Compliance,  
**INSTALLATION:** Hirshhorn Museum and Sculpture Garden (HMSG)  
**LOCATION:** Washington, DC

FY 2011 COST ESTIMATE (Thousands of Dollars): \$600

**PROJECT DESCRIPTION:** The track lighting in third floor exhibit areas will be replaced with busways in compliance with the National Electrical Code. This will also provide the Museum with exhibit design flexibility. A similar project was completed during FY 2009 in the Museum's second floor galleries.

**PROJECT TITLE:** Renovate Escalators/Elevators  
**INSTALLATION:** National Air and Space Museum (NASM)  
**LOCATION:** Washington, DC

FY 2011 COST ESTIMATE (Thousands of Dollars): \$1,200

**PROJECT DESCRIPTION:** The majority of escalators and elevators in NASM are 10 to 15 years beyond their useful life. Funding from the American Recovery and Reinvestment Act addressed the Museum's most unreliable escalators, but the machinery and equipment for the remaining escalators are in constant need of maintenance and repair — as are the Museum's elevators. Service outages are becoming increasingly frequent. This request will address the Museum's most urgent escalator/elevator renovation needs. The Smithsonian's current five-year capital plan includes similar requests in future fiscal years.

**PROJECT TITLE:** Secure Hilo Base Building/Instrument Storage  
**INSTALLATION:** Smithsonian Astrophysical Observatory (SAO)  
**LOCATION:** Hilo, Hawaii

FY 2011 COST ESTIMATE (Thousands of Dollars): \$600

**PROJECT DESCRIPTION:** The first level of the facility exterior is unsheathed due to funding issues related to its original construction. All electrical conduits and HVAC equipment/ductwork are exposed and prone to human and animal defacing. The condition also impairs building security, requiring SAO to rent storage space for items that could be stored inside the facility. The project will enclose/secure the building with the installation of an exterior skin. This will improve safety/security issues at the facility and reduce the need for rented storage space.

**PROJECT TITLE:** Replace HVAC  
**INSTALLATION:** Smithsonian Environmental Research Center (SERC)  
**LOCATION:** Edgewater, Maryland

FY 2011 COST ESTIMATE (Thousands of Dollars): \$4,000

**PROJECT DESCRIPTION:** The current Mathias Lab is served by a patchwork of roof-top HVAC units. Nearly all the units are from different manufacturers or are different models, with various filtering and servicing requirements. As a result, maintaining the systems requires a tremendous amount of effort. Also, this patchwork of units is an energy hog, drawing more power than should be required for a facility of this size and nature. The planned HVAC retrofit will use a coordinated heating and cooling system that will dovetail with a geothermal heating initiative. The system will be sized to accommodate the renovated Mathias Lab and the adjacent Administration Building.

**PROJECT TITLE:** Replace BCI Tramway  
**INSTALLATION:** Smithsonian Tropical Research Institute (STRI)  
**LOCATION:** Panama

FY 2011 COST ESTIMATE (Thousands of Dollars): \$750

**PROJECT DESCRIPTION:** For many years STRI used a tramway to transport personnel, equipment and materials up a very steep incline to its "old clearing" research hub. The existing tramway collapsed and was replaced by a temporary lift that is only capable of carrying small loads of equipment and materials — it isn't certified to safely carry personnel. Access to the old clearing has been limited, causing delays to research efforts and making the area inaccessible to disabled staff and visitors. In addition, movement of expensive and sophisticated scientific equipment has been hampered by the lack of a proper, certified lift. This project will provide for the purchase and installation of a tramway/lift that will be certified to carry personnel and scientific equipment. The project has been fully designed.

**PROJECT TITLE:** Modernize Electronic Security  
**INSTALLATION:** Smithsonian Tropical Research Institute (STRI)  
**LOCATION:** Panama

FY 2011 COST ESTIMATE (Thousands of Dollars): \$1,000

**PROJECT DESCRIPTION:** STRI operates several facilities throughout seven sites. Limited electronic security has been added to the buildings on an ad-hoc basis, but with no central control capability. In addition, existing security systems in the Tupper complex do not meet current Smithsonian technical and operational standards. This project will incorporate new elements to modernize and coordinate electronic security operations in accordance with existing standards.

Additionally, the project will relocate the existing security management space and provide new security system control and equipment rooms.

**PROJECT TITLE:** Construction Supervision and Administration

**INSTALLATION:** Multiple Locations

**LOCATION:** Institution-wide

FY 2011 COST ESTIMATE (Thousands of Dollars): \$5,245

PRIOR-YEAR FUNDING (FY 2010): \$5,100

FUTURE-YEAR FUNDING (FY 2012): \$5,400

**PROJECT DESCRIPTION:** This request includes staff costs for permanent construction management staff required to supervise and administer construction contracts, as well as term and temporary staff required to perform specialized work associated with revitalization projects. A total of 48 FTEs will be funded from the \$5.25 million. The engineers directly supervise construction contractors to ensure that quality work is performed safely. In addition, they resolve issues that arise during construction, negotiate change orders, approve payments, and perform other administrative functions as contracting officer's technical representatives (COTRs). These necessary "owner functions" are critical to ensure that quality work is completed safely, on time, and within budget.

This request also funds five contract specialists who support all aspects of the procurement process for acquiring the necessary contract services to execute the Capital Program. These five positions provide essential expertise to ensure the timely award of planning, design, and construction contracts for the Capital Program.

## **FACILITIES PLANNING AND DESIGN**

Feasibility studies, needs assessments, and design for capital projects are required before site work can take place. This category includes all costs for contract facility master planning, preliminary and final design for all revitalization and construction projects, special studies, and a small amount for facility engineering, capital leveraging, and research activities, similar to operations at the Department of Defense and National Aeronautics and Space Administration (NASA). The funding will enable development of project baselines, including costs, scope, and schedules, prior to receiving funds to perform the work.

In order to plan and design ahead of Capital Program execution, funding of 10 to 15 percent of the following year's program is required each year. The funding requested for FY 2011 will provide necessary planning and design to the 35 percent stage for most projects included in the planned FY 2013 program, and will complete design for projects planned for FY 2012. This will move the Institution closer to meeting the National Academy of Public Administration's (NAPA) recommendation that firm baselines be established before funding requests to provide more accurate cost estimates and to enable timely award of construction contracts upon receipt of future-year funding.

The Institution requests a total of \$10,560,000 for planning and design in FY 2011. These funds will be used to design several major revitalization projects at the National Museum of Natural History (\$2.5 million), the National Zoological Park (\$3.4 million), and to prepare designs for numerous smaller revitalization projects and master planning (\$4.7 million). This budget request will also enable the Smithsonian to prepare comprehensive master planning studies to guide future facilities decisions, and other studies to ensure more effective use of existing space.

If these essential resources are not provided, the Institution will be unable to proceed with vital planning and design activities to ensure the successful execution of the long-range Capital Program.

## **CONSTRUCTION PROJECTS**

**PROJECT TITLE:** Plan, Design and Construct the National Museum of African American History and Culture  
**INSTALLATION:** National Museum of African American History and Culture  
**LOCATION:** Washington, DC

(\$000s)			
		Federal	Private
FY 2011 Cost Estimate	Design	\$20,000	\$9,600
FY 2011 Cost Estimate	Construction	\$0	\$7,000
Prior-Year Funding	Design	\$23,000	\$5,300
Future-Year Funding	Construction	\$207,000	\$228,100
<b>TOTAL</b>		<b>\$250,000</b>	<b>\$250,000</b>

### BUILDING BACKGROUND:

The National Museum of African American History and Culture Act, signed by President George W. Bush on December 19, 2003, established the newest museum within the Smithsonian Institution.

### PROJECT JUSTIFICATION:

The purpose of the proposed action is to fulfill the mandate of the National Museum of African American History and Culture Act (NMAAHC Act), P.L. 108-184, enacted by the Congress on December 16, 2003. The law directs that the new Museum provide for the collection, study, and establishment of programs relating to African American life, art, history, and culture. To that end, the Museum will create and maintain permanent and temporary exhibits documenting the history of African American life during the periods of slavery, Reconstruction, the Harlem Renaissance, the civil rights movement, and other periods of the African American diaspora. The Museum will also provide for the collection and study of artifacts and documents relating to African American life, and foster collaboration with other museums, historically black colleges and universities, and other organizations to promote the study and appreciation of African American life and its impact on the nation and all of its people.

Section 2 of the NMAAHC Act outlines the findings of Congress as to why such a museum was needed. The findings of Congress were based in large part on the conclusions of the Presidential Commission, known as the NMAAHC Plan for Action Presidential Commission, in its 2003 study, *The Time Has Come: Report to the President and Congress*. This Presidential Commission stated that:

"...the time has come to establish the National Museum of African American History and Culture because the museum is important not only for African Americans but for all Americans. It is the only institution that can provide a national meeting place for all

Americans to learn about the history and culture of African Americans and their contributions to and relationship with every aspect of our national life. Further, the museum is the only national venue that can respond to the interests and needs of diverse racial constituencies who share a common commitment to a full and accurate telling of our country's past as we prepare for our country's future. And, even more importantly, it is the only national venue that can serve as an educational healing space to further racial reconciliation."

#### PROJECT DESCRIPTION:

The 350,000-square-foot Museum will be built on a five-acre site, located on the National Mall near the Washington Monument. The site is bounded by Constitution Avenue and Madison Drive, between 14th and 15th Streets, NW. This prominent site has westerly panoramic views, sweeping from the White House grounds on the northwest to the Jefferson Memorial on the southwest. The National Mall and the Washington Monument are both listed on the National Register of Historic Places.

#### PROGRESS TO DATE:

The Smithsonian Board of Regents selected the Monument site for the new Museum building in January 2006. Transfer of the site from the National Park Service to the Smithsonian was completed in June 2007. The Cultural Resources Report (Section 106) and the "Tier 1" environmental impact statement (EIS) have been completed and pre-design services for "Master Facilities Programming" (Architectural Programming/Exhibitions Master Planning) were completed in October 2008. A design competition between six invited architect-engineer (A/E) teams was culminated in April 2009 with the selection of Freelon Adjaye Bond/SmithGroup as the A/E team for the Museum design. The Institution awarded an A/E design contract in late 2009.

#### IMPACT OF DELAY:

The Museum is scheduled to open in late 2015 (FY 2016). A delay in funding would slow down or stop the design process. This would introduce schedule delays and probable increases to the overall estimated project costs.

## LEGACY FUND

FY 2010 Estimate	\$30,000,000
FY 2011 Estimate	\$0

### STRATEGIC GOAL: MISSION ENABLING

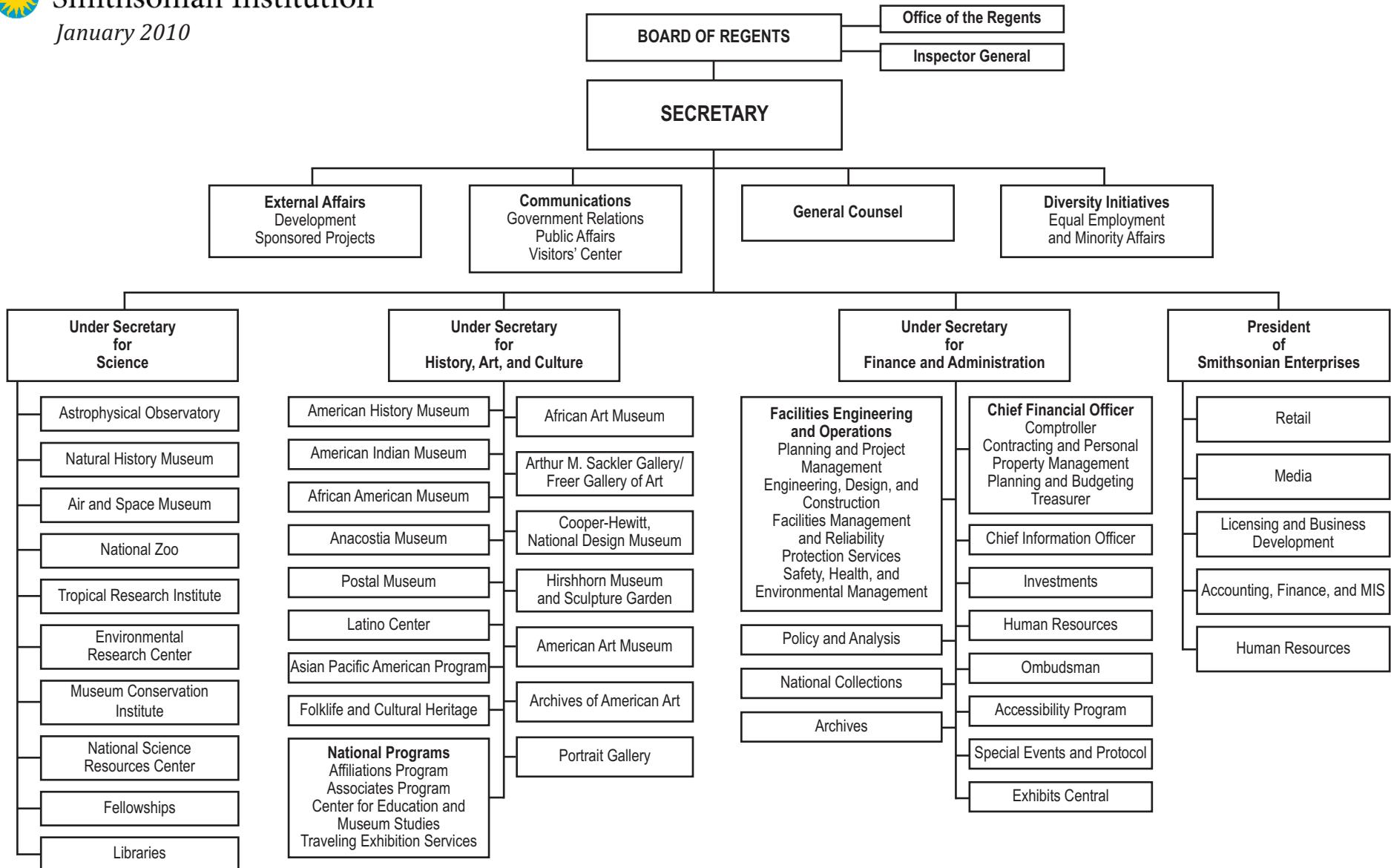
#### Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2010		FY 2011	
	FTE	\$000	FTE	\$000
<b>Mission Enabling</b>				
<i>Facilities</i>				
Execute an aggressive, long-range revitalization program and limited construction of new facilities	0	30,000	0	0
<b>Total</b>	<b>0</b>	<b>30,000</b>	<b>0</b>	<b>0</b>

### BACKGROUND AND CONTEXT

In the FY 2010 Appropriations Act, Congress rescinded unobligated balances and then reappropriated \$30 million for the purpose of developing a public-private partnership to facilitate the reopening of the Arts and Industries Building. The FY 2010 Legacy appropriation provides matching funds on a 1:1 basis for private donations and is available incrementally as funds are raised. Private donations that count toward the private matching funds can include major in-kind donations that contribute significantly to the redesign and purpose of the reopened building, and privately contributed endowments that are designated for the care and refurbishment of permanent exhibitions installed within the building. Fundraising efforts are underway to raise the matching private funds.







**VISITS TO THE SMITHSONIAN**  
**FY 2005–FY 2009**

<b>MUSEUM</b>	<b>FY 2005</b>	<b>FY 2006</b>	<b>FY 2007</b>	<b>FY 2008</b>	<b>FY 2009</b>
<b>MALL</b>					
SI Castle	1,355,147	1,202,611	1,580,962	1,683,655	1,823,699
A&I Building <sup>1</sup>	3,564	0	0	0	0
Natural History	5,491,602	5,561,758	7,285,149	6,583,858	7,543,542
Air and Space/ Silver Hill	6,113,032	5,045,712	5,942,353	6,867,547	7,040,578
American Indian <sup>2</sup>	2,468,524	1,620,692	1,822,087	1,479,338	1,412,202
Freer Gallery	322,175	420,319	564,178	606,486	624,219
Sackler Gallery	147,089	223,958	318,792	283,671	321,749
African Art	156,538	192,845	290,727	311,788	376,610
Ripley Center	193,995	233,226	278,672	415,601	444,536
American History <sup>3</sup>	3,064,083	2,874,640	0	0	4,178,295
Hirshhorn	715,836	749,313	743,126	670,330	685,016
<b>OFF MALL</b>					
DW Reynolds Center (AA/PG) <sup>4</sup>	0	274,840	787,648	960,202	1,042,915
Renwick	133,608	165,103	122,801	129,124	166,198
Anacostia	24,098	42,805	38,288	38,963	29,691
Cooper-Hewitt	143,303	186,628	226,998	165,468	164,098
American Indian <sup>5</sup>	304,100	233,696	275,542	318,312	286,053
National Zoo	1,854,423	2,480,967	2,843,018	2,061,848	2,275,626
Postal	463,070	439,048	365,180	306,785	356,993
Udvar-Hazy Center	1,260,971	1,019,885	1,069,398	1,128,003	1,199,655
<b>TOTAL</b>	<b>24,215,158</b>	<b>22,968,046</b>	<b>24,554,919</b>	<b>24,010,979</b>	<b>29,971,675</b>

<sup>1</sup>The Arts and Industries (A&I) Building closed to the general public in January 2004. However, the Discovery Theater continued performances until November 2004 when theater operations were relocated to the Ripley Center.

<sup>2</sup>The National Museum of the American Indian opened to the public in September 2004.

<sup>3</sup>The National Museum of American History closed to the public in September 2006 and reopened in November 2008.

<sup>4</sup>The Donald W. Reynolds Center (AA/PG) was closed to the public from January 2000 through June 2006. It reopened in July 2006.

<sup>5</sup>Includes the George Gustav Heye Center in New York City, and the Cultural Resources Center in Suitland, Maryland.

## TRUST FUNDS

In addition to support provided by federal appropriations, the Smithsonian Institution receives and generates trust funds to expand and enrich its programs. Growing the trust budget is key to accomplishing the Institution's Fiscal Years 2010 – 2015 Strategic Plan objectives. The Institution will take steps in FY 2011 to increase revenue from diverse private sources by strengthening the Smithsonian's first fund raising capability, launching a national campaign, and identifying new sources of revenue. Trust funds will be used to leverage the Smithsonian's research capacity through partnerships with Federal agencies, universities, non-governmental organizations, industry, and other private organizations, national and international. Trust funds will also be raised to meet the Institution's funding commitments with Congress to renovate the Arts and Industries Building, and to open the National Museum of African American History and Culture. The following provides an overview of the current sources of trust funds.

The Institution's trust funds include general trust funds with limited or no restrictions on their use, funds restricted by the donor or sponsor, and Government grants and contracts. Projections are subject to the uncertainty of the size of donations, grants, and contracts; to fluctuations in visitor attendance; and to the volatility of the economy, which directly affects the return on the endowment, short-term interest income, and donor giving, as well as restaurant, magazine, catalogue, and museum shop revenues, memberships, and other business activities. The Institution's gross operating revenue, less the expenses of the auxiliary activities, represents the net operating revenue available for programmatic and related purposes. The following table summarizes the sources of trust operating funds.

(Dollars in Millions)	FY 2009 Actual	FY 2010 Estimate
General Trust	70.5	71.2
Donor/Sponsor-Designated	158.7	149.1
Government Grants and Contracts	110.6	111.8
Total Available for Operations	\$339.8	\$332.1

**SOURCE AND APPLICATION OF TRUST FUNDS** — The following sections describe the sources of each category of trust funds as well as a general account of how they are used.

**General Trust Funds** — The sources of general trust funds are investment income; payout from unrestricted endowments; net proceeds

from the museum shops, catalogue, and food service concessions; sales of Smithsonian books, records, and other products based on designs and objects in the collections; theater/planetarium operations at the National Air and Space Museum and the Samuel C. Johnson IMAX Theater in the National Museum of Natural History; licensing fees from the Smithsonian Channel and student travel programs; rental of exhibitions of the Smithsonian Institution Traveling Exhibition Service; membership programs (including *Smithsonian* and *Air and Space* magazines); the sale of posters, exhibition brochures, catalogues, and other publications; and admission fees. Projected sources of FY 2010 general trust funds total \$71,200,000. These funds are used to support administrative programs such as central management, legal counsel, accounting, personnel, contracting, and budget, as well as education, research and public programs, scholarly studies, and exhibitions.

**Donor/Sponsor-Designated Funds** — Designated trust funds include gifts, grants, and earnings on endowments from individuals, foundations, organizations, and corporations that specify the purpose of the funds. Designated funds in FY 2010 are projected to total \$149,100,000. Generally, these funds support a particular exhibition or program, or are used to manage the Smithsonian collections and/or support research projects. A portion of these funds are expected to fulfill the matching fund requirements associated with the Legacy Fund and the public-private partnership to reopen the Arts and Industries Building.

**Government Grants and Contracts** — Various Government agencies and departments provide grants and contracts for projects that align with the Smithsonian's expertise in a particular area of science, history, art, or education. For FY 2010, Government grants and contracts are projected to be \$111,800,000. Of this amount, \$92,800,000 would be available for astrophysical research and development carried out by the Smithsonian Astrophysical Observatory.

## APPROPRIATION LANGUAGE AND CITATIONS

The Act of August 10, 1846, 9 Stat. 102-106, 20 U.S.C. §§ 41-70, established the Smithsonian Institution “for the increase and diffusion of knowledge,” and provided the organizational structure for the Institution’s administration. The mission of the Smithsonian Institution has remained unchanged throughout its 164-year history, although additional authority for many of the Institution’s programs and operations has been enacted over the years. Those statutes, along with the Smithsonian charter, are cited below as the authority for the Smithsonian Institution’s FY 2010 appropriation language, except where specific authorizing language has been included in the wording of the appropriation itself.

### **Appropriation: Salaries and Expenses**

1. For necessary expenses of the Smithsonian Institution, as authorized by law, including research in the fields of art, science, and history;

20 U.S.C. §§ 50, 53a, 69, 75b(b), 76bb(c), 77a, 78, 80a(a), 80m, 80q-1(b)(1),(3) provide that (1) “...all objects of art and of foreign and curious research, and all objects of natural history, plants, and geological and mineralogical specimens...shall be so arranged and classified...as best to facilitate the examination and study of them...” (2) “Appropriations are authorized for...the making of solar observations at high altitudes...” (3) “The Secretary of the Smithsonian Institution is hereby authorized...to continue independently or in cooperation anthropological researches among the American Indians and the natives of lands under the jurisdiction or protection of the United States...” (4) “The Gallery [National Portrait Gallery] shall function as a free public museum for the exhibition and study of portraiture and statuary depicting men and women who have made significant contributions to the history, development, and culture of the people of the United States and of the artists who created such portraiture and statuary.” (5) “The Joseph H. Hirshhorn Museum and Sculpture Garden...shall be used for the storage, exhibition, and study of works of art...” (6) “The national air and space museum shall...provide educational material for the historical study of aviation and space flight.” (7) “The Secretary of the Smithsonian Institution is authorized to cooperate with any State, educational institution, or scientific organization in the United States for continuing paleontological investigations...” (8) “It shall be equipped with a study center

for scholarly research into the meaning of war, its effect on civilization, and the role of the armed forces..." (9) "...the Board may...conduct programs of research and education (in the Museum of African Art)..."(10) The purposes of the National Museum [of the American Indian] are to (1) advance the study of Native Americans, including the study of language, literature, history, art, anthropology, and life...(3) provide for Native American research and study programs.

2. development, preservation, and documentation of the National Collections;

20 U.S.C. §§ 50, 50a, 59, 69, 75e, 76c, 76cc(a), 77a, 80a, 80m, 80q-1(b)(2), 81 provide that (1) "...all objects of art and of foreign and curious research, and all objects of natural history, plants, and geological and mineralogical specimens...shall be delivered to such persons as may be authorized by the Board of Regents to receive them, and shall be so arranged and classified...as best to facilitate the examination and study of them..." (2) "The Smithsonian Institution is authorized to include in its estimates of appropriations such sums as may be needful for the preservation and maintenance of the John Gellatly art collection." (3) "All collections of rocks, minerals, soils, fossils, and objects of natural history, archaeology, and ethnology...when no longer needed for investigations in progress shall be deposited in the National Museum." (4) "The Secretary of the Smithsonian Institution is hereby authorized...to continue independently or in cooperation...the excavation and preservation of archaeological remains." (5) "...the Board may - (1) purchase, accept, borrow, or otherwise acquire portraiture, statuary, and other items for preservation, exhibition, or study." (6) "...the Regents are authorized...to acquire (by purchase or otherwise) and sell contemporary works of art or copies thereof..." (7) "There is established in the Smithsonian Institution a Board of Trustees...which shall have the sole authority (i) to purchase or otherwise acquire...works of art for the Joseph H. Hirshhorn Museum and Sculpture Garden..." (8) "The national air and space museum shall...collect, preserve, and display aeronautical and space flight equipment of historical interest and significance..." (9) "...the Smithsonian Institution shall collect, preserve, and exhibit military objects of historical interest and significance." (10) "...the Board may purchase, accept, borrow or otherwise

acquire additional works of art or any other real or personal property for the Museum (of African Art); preserve, maintain, restore...or otherwise hold any property of whatsoever nature acquired..." (11) "The purposes of the National Museum [of the American Indian] are to...(2) collect, preserve, and exhibit Native American objects of artistic, historical, literary, anthropological, and scientific interest..." (12) "The National Zoological Park is placed under the direction of the Regents of the Smithsonian Institution, who are authorized to transfer to it any living specimens, whether of animals or plants, in their charge, to accept gifts for the park...to make exchanges of specimens..."

3. presentation of public exhibits and performances;

20 U.S.C. §§ 75b(b), 76c(b), 76bb(c), 77a, 80a(a), 80m(a), 80q-1(b) provide that (1) "The Gallery [National Portrait Gallery] shall function as a free public museum for the exhibition and study of portraiture and statuary..." (2) "In order to encourage the development of contemporary art and to effect the widest distribution and cultivation in matters of such art, the Regents are authorized to...conduct exhibitions..." (3) "The Joseph H. Hirshhorn Museum and Sculpture Garden...shall be used for the storage, exhibition, and study of works of art..." (4) "The national air and space museum shall...collect, preserve, and display aeronautical and space flight equipment of historical interest and significance..." (5) "...the Smithsonian Institution shall collect, preserve, and exhibit military objects of historical interest and significance." (6) "...the Board may...display...any property of whatsoever nature acquired (for the Museum of African Art)..." (7) "The purposes of the National Museum [of the American Indian] are to...(2) collect, preserve, and exhibit Native American objects of artistic, historical, literary, anthropological, and scientific interest..."

4. collection, preparation, dissemination, and exchange of information and publications;

20 U.S.C. § 53a provides that "Appropriations are authorized for the...preparation of manuscripts, drawings, and illustrations for publication."

5. conduct of education, training, and museum assistance programs;

20 U.S.C. § 65a provides "The Director of the National Museum under the direction of the Secretary of the Smithsonian Institution shall - (1) cooperate with museums and their professional organizations in a continuing study of museum problems and opportunities, both in the United States and abroad;... (2) prepare and distribute significant museum publications; (3) perform research on, and otherwise contribute to, the development of museum techniques...."

20 U.S.C. § 77a provides that "The national air and space museum shall...provide educational material for the historical study of aviation and space flight."

20 U.S.C. § 79a provides that "The purpose of setting aside such an area [Barro Colorado Island] is to preserve and conserve its natural features...thus providing a place where duly qualified students can make observations and scientific investigations for increase of knowledge, under such conditions and regulations as may be prescribed by the Smithsonian Institution."

20 U.S.C. § 79e provides that "There are authorized to be appropriated annually...such sums as are necessary for the administration of [the Canal Zone Biological Area] for the maintenance of laboratory or other facilities..."

The Panama Canal Treaty and ancillary agreements vest in the Smithsonian Tropical Research Institute responsibility to serve as custodian of the Barro Colorado Nature Monument. The Panama Canal Act of 1979, Public Law 96-70, as amended, implements the provisions of the Panama Canal Treaty.

20 U.S.C. § 80m(a) provides that "...the Board [of Regents] may... (3) conduct programs of research and education (in the Museum of African Art)...."

6. maintenance, alteration, operation, lease agreements of no more than 30 years, and protection of buildings, facilities, and approaches;

20 U.S.C. §§ 53a, 76g, 76ee, 79b, 80m, 81 provide that respectively, (1) "Appropriations are authorized for the maintenance of the Astrophysical Observatory and...for repairs and alterations of buildings and grounds occupied by the

Smithsonian Institution in the District of Columbia and elsewhere..." (2) "There are authorized to be appropriated annually such sums as may be necessary to maintain and administer the Gallery [National Portrait Gallery]..." (3) "There is authorized to be appropriated...such additional sums as may be necessary for the maintenance and operation of such [Hirshhorn] [M]useum and [S]culpture [G]arden." (4) "The Smithsonian Institution shall...be responsible for the construction and maintenance of laboratory and other facilities on the area provided for the use of students authorized to carry on studies within the confines of the area..." (5) "...the Board may...preserve, maintain...any property of whatsoever nature acquired (for the Museum of African Art)..." (6)"The National Zoological Park is placed under the direction of the Regents of the Smithsonian Institution, who are authorized...to administer and improve the said Zoological Park for the advancement of science and the instruction and recreation of the people." Public Law 101-512 making appropriations for the Department of the Interior and Related Agencies for the fiscal year 1991 extended the maximum term for leases from ten years to thirty years.

7. not to exceed \$ \_\_\_\_\_ for services as authorized by 5 U.S.C. 3109;

5 U.S.C. § 3109 provides that "When authorized by an appropriation or other statute, the head of an agency may procure by contract the temporary (not in excess of 1 year) or intermittent services of experts or consultants or an organization thereof, including stenographic reporting services."

8. and purchase, rental, repair, and cleaning of uniforms for employees,

5 U.S.C. § 5901 provides that "(a) There is authorized to be appropriated annually to each agency of the Government of the United States,...on a showing of necessity or desirability, such sums as may be necessary to carry out this subchapter. The head of the agency concerned...shall-- (1) furnish to each of these employees a uniform at a cost not to exceed \$400 a year...or (2) pay to each of these employees a allowance for a uniform not to exceed \$400 a year..."

40 U.S.C. § 193t provides that "The special police provided for in section 193n of this title [Smithsonian Institution]...may be furnished, without charge, with uniforms and such other

equipment as may be necessary for the proper performance of their duties..."

10. \$ \_\_\_\_\_, to remain available until September 30, 2011, except as otherwise provided herein;

Wording added by the Congress in Public Law 111-88 making appropriations for the Department of the Interior and related agencies for the fiscal year 2010 to extend the availability for the Salaries and Expenses account from one year to two years unless otherwise provided.

11. of which not to exceed \$ \_\_\_\_\_ for the instrumentation program, collections acquisition, exhibition reinstallation, the National Museum of African American History and Culture, and the repatriation of skeletal remains program shall remain available until expended; of which \$ \_\_\_\_\_ is for fellowships and scholarly awards;

Wording added by the Congress in Public Law 100-446 making appropriations for the Department of the Interior and related agencies for the fiscal year 1989 to permit the Institution to establish no-year funding within the Salaries and Expenses account for the development of major scientific instrumentation. Public Law 101-512, making appropriations for the Department of the Interior and Related Agencies for the fiscal year 1991, allowed no-year funding to be used for purchases for museum collections; the design, production, and reinstallation of museum exhibitions; and the repatriation of skeletal remains. Public Law 108-447 making appropriations for the Department of the Interior and Related Agencies for fiscal year 2005 allowed no-year funding for the National Museum of African American History and Culture. Public Law 108-108 making appropriations for the Department of the Interior and Related Agencies for fiscal year 2004 established two-year funding for fellowships and scholarly research awards.

31 U.S.C. § 1301(c) provides "An appropriation in a regular, annual appropriation law may be construed to be permanent or available continuously only if the appropriation ... (2) expressly provides that it is available after the fiscal year covered by the law in which it appears."

12. of which \$ \_\_\_\_\_ may be made available to carry out activities under the Civil Rights History Project Act of 2009 (20 U.S.C. 80s et seq.), to remain available until expended;

Wording added by the Congress in Public Law 111-88 making appropriations for the Department of Interior and Related Agencies in 2010.

13. and including such funds as may be necessary to support American overseas research centers:

Wording added by the Congress in Public Law 99-190 making appropriations for the Department of Interior and Related Agencies in 1986.

14. *Provided*, That funds appropriated herein are available for advance payments to independent contractors performing research services or participating in official Smithsonian presentations.

31 U.S.C. § 3324 provides that "(b) An advance of public money may be made only if it is authorized by-- (1) a specific appropriation or other law..."

#### **Appropriation: Facilities Capital**

1. For necessary expenses of repair, revitalization, and alteration of facilities owned or occupied by the Smithsonian Institution, by contract or otherwise, as authorized by section 2 of the Act of August 22, 1949 (63 Stat. 623),

Act of August 22, 1949 (63 Stat. 623), 20 U.S.C. § 53a, provides that "Appropriations are authorized...for repairs and alterations of buildings and grounds occupied by the Smithsonian Institution in the District of Columbia and elsewhere..."

20 U.S.C. § 81 provides that "The National Zoological Park is placed under the direction of the Regents of the Smithsonian Institution, who are authorized...to administer and improve the said Zoological Park for the advancement of science and the instruction and recreation of the people."

Department of the Interior and Related Agencies Appropriations Act, 2004, (Public Law 108-108) established the Facilities

Capital appropriation. The appropriation includes activities formerly financed through the Repair, Restoration and Alteration of Facilities appropriation and the Construction appropriation.

2. and for construction,

20 U.S.C. § 53a provides that "Appropriations are authorized...for repairs and alterations of buildings and grounds occupied by the Smithsonian Institution in the District of Columbia and elsewhere..."

3. including necessary personnel,

Wording added by Congress in Department of Interior and Related Agencies Appropriations Act, 2003, (Public Law 108-7) for clarification.

4. \$ \_\_\_\_\_ to remain available until expended,

31 U.S.C. § 1301 provides "An appropriation in a regular, annual appropriation law may be construed to be permanent or available continuously only if the appropriation ... (2) expressly provides that it is available after the fiscal year covered by the law in which it appears."

5. of which not to exceed \$ \_\_\_\_\_ is for services as authorized by 5 U.S.C. 3109:

5 U.S.C. § 3109 provides that "When authorized by an appropriation or other statute, the head of an agency may procure by contract the temporary (not in excess of 1 year) or intermittent services of experts or consultants or an organization thereof, including stenographic reporting services."

#### **Appropriation: Legacy Fund**

1. For the Purpose of developing a public-private partnership to facilitate the reopening of the Arts and Industries Building of the Smithsonian Institution,

Wording added by Congress in Department of Interior and Related Agencies Appropriations Act, 2010, (Public Law 111-88).

2. \$ \_\_\_\_\_ to remain available until expended,

31 U.S.C. § 1301 provides "An appropriation in a regular, annual appropriation law may be construed to be permanent or available continuously only if the appropriation ... (2) expressly provides that it is available after the fiscal year covered by the law in which it appears."

3. for repair, renovation, and revitalization of the building:

Act of August 22, 1949 (63 Stat. 623), 20 U.S.C. § 53a, provides that "Appropriations are authorized...for repairs and alterations of buildings and grounds occupied by the Smithsonian Institution in the District of Columbia and elsewhere..."

4. *Provided*, That such funds shall be matched on a 1:1 basis by private donations;

Wording added by Congress in Department of Interior and Related Agencies Appropriations Act, 2010, (Public Law 111-88)

20 U.S.C. §§ 55, provides that "...such sums as the Regents may, from time to time, see fit to deposit, not exceeding, with the original bequest, ...This shall not operate as a limitation on the power of the Smithsonian Institution to receive money or other property by gift, bequest, or devise, and to hold and dispose of the same in promotion of the purposes thereof."

20 U.S.C. §§ 56, provides that "The Regents are authorized to make such disposal of any other moneys which have accrued, or shall hereafter accrue, as interest upon the Smithsonian fund, not herein appropriated, or not required for the purposes herein provided, as they shall deem best suited for the promotion of the purpose of the testator."

5. *Provided further*, That major in-kind donations that contribute significantly to the redesign and purpose of the reopened building be considered to qualify toward the total private match:

Wording added by Congress in Department of Interior, Environment and Related Agencies Appropriations Act, 2010, for further clarification of use of funds.

6. *Provided further*, That privately contributed endowments, which are designated for the care and renewal of permanent exhibitions installed in the Arts and Industries Building, be considered as qualifying toward the total private match:

Wording added by Congress in Department of Interior, Environment and Related Agencies Appropriations Act, 2010, for further clarification of matching funds.

7. *Provided further*, That this appropriation may be made available to the Smithsonian Institution incrementally as private funding becomes available;

Wording added by Congress in Department of Interior, Environment and Related Agencies Appropriations Act, 2010, for further clarification of availability of funds.

8. *Provided further*, That any other provision of law that adjusts the overall amount of the Federal appropriation for this account shall also apply to the privately contributed requirement:

Wording added by Congress in Department of Interior, Environment and Related Agencies Appropriations Act, 2010, for further clarification.

9. *Provided further*, That the unobligated balances provided under this heading in Public Law 110-161 and Public Law 111-8 are hereby rescinded.

Wording added by Congress in Department of Interior, Environment and Related Agencies Appropriations Act, 2010, to rescind prior-year unobligated balances.

**Adjustments to FY 2010 Funding**  
(Dollars in Thousands)

Unit	FY 2010 Appropriation \$000	Reorganizations and Reprogrammings \$000	FY 2010 Adjusted Base \$000
<b>MUSEUMS AND RESEARCH CENTERS</b>			
<i>Unlocking the Mysteries of the Universe</i>			
National Air and Space Museum	18,119	140 \1	18,259
Smithsonian Astrophysical Observatory	24,323	0	24,323
Major Scientific Instrumentation	3,822	0	3,822
Universe - Center	0	0	0
<b>Subtotal, Unlocking the Mysteries of the Universe</b>	<b>46,264</b>	<b>140</b>	<b>46,404</b>
<i>Understanding and Sustaining A Biodiverse Planet</i>			
National Museum of Natural History	47,728	(106) \2	47,622
National Zoological Park	23,190	0	23,190
Smithsonian Environmental Research Center	3,596	160 \3	3,756
Smithsonian Tropical Research Institute	14,546	0	14,546
Biodiversity - Center	0	0	0
<b>Subtotal, Understanding and Sustaining a Biodiverse Planet</b>	<b>89,060</b>	<b>54</b>	<b>89,114</b>
<i>Valuing World Cultures</i>			
Arthur M. Sackler Gallery/Freer Gallery of Art	6,113	0	6,113
Center for Folklife and Cultural Heritage	2,282	0	2,282
Cooper-Hewitt, National Design Museum	4,103	0	4,103
Hirshhorn Museum & Sculpture Garden	4,412	0	4,412
National Museum of African Art	4,504	0	4,504
World Cultures - Center	0	0	0
<b>Subtotal, Valuing World Cultures</b>	<b>21,414</b>	<b>0</b>	<b>21,414</b>
<i>Understanding the American Experience</i>			
Anacostia Community Museum	2,048	0	2,048
Archives of American Art	1,858	0	1,858
National Museum of African American History & Culture	12,167	727 \4,5	12,894
National Museum of American History, Behring Center	22,209	140 \6	22,349
National Museum of the American Indian	32,870	(340) \6,7,8	32,530
National Portrait Gallery	5,867	100 \7	5,967
Smithsonian American Art Museum	9,145	100 \8	9,245
American Experience - Center	0	0	0
<b>Subtotal, Understanding the American Experience</b>	<b>86,164</b>	<b>727</b>	<b>86,891</b>
<b>TOTAL MUSEUMS AND RESEARCH CENTERS</b>	<b>242,902</b>	<b>921</b>	<b>243,823</b>

**Adjustments to FY 2010 Funding**  
**(Dollars in Thousands)**

Unit	FY 2010 Appropriation \$000	Reorganizations and Reprogrammings \$000	FY 2010 Adjusted Base \$000
<b>MISSION ENABLING</b>			
<b>Program Support and Outreach</b>			
Outreach	9,969	(300) \1,3	9,669
Communications	2,328	14 \4,9	2,342
Institution-wide Programs	10,839	0	10,839
Office of Exhibits Central	2,982	0	2,982
Museum Support Center	1,858	0	1,858
Museum Conservation Institute	3,119	0	3,119
Smithsonian Institution Archives	2,064	(10) \9	2,054
Smithsonian Institution Libraries	10,008	0	10,008
<b><i>Subtotal, Program Support and Outreach</i></b>	<b>43,167</b>	<b>(296)</b>	<b>42,871</b>
Office of the Chief Information Officer	43,536	0	43,536
Administration	32,958	31 \10,11	32,989
Office of the Inspector General	2,576	124 \10	2,700
<b>Facilities Services</b>			
Facilities Maintenance	72,935	0	72,935
Facilities Operations, Security, and Support	198,087	(780) \2,5,11	197,307
<b><i>Subtotal, Facilities Services</i></b>	<b>271,022</b>	<b>(780)</b>	<b>270,242</b>
<b>TOTAL MISSION ENABLING</b>	<b>393,259</b>	<b>(921)</b>	<b>392,338</b>
<b>GRAND TOTAL, SMITHSONIAN INSTITUTION</b>	<b><u>636,161</u></b>	<b><u>0</u></b>	<b><u>636,161</u></b>

**Footnotes for FY 2010 Appropriation:**

- \1 Transfer of \$140,000 from Outreach to National Air and Space Museum to offset base erosion.
- \2 Transfer of \$106,000 from National Museum of Natural History to Facilities Operations, Security and Support to support lamping requirements.
- \3 Transfer of \$160,000 from Outreach to Smithsonian Environmental Research Center to offset base erosion.
- \4 Transfer of \$4,000 from National Museum of African American History and Culture to Communications to cover salary expense.
- \5 Transfer of \$731,000 from Facilities Operations, Security, and Support (Central Rent) to National Museum of African American History and Culture to properly align funds for rental of leased space.
- \6 Transfer of \$140,000 from National Museum of the American Indian to National Museum of American History to offset base erosion.
- \7 Transfer of \$100,000 from National Museum of the American Indian to National Portrait Gallery to offset base erosion.
- \8 Transfer of \$100,000 from National Museum of the American Indian to Smithsonian American Art Museum to offset base erosion.
- \9 Transfer of \$10,000 from Smithsonian Archives to Communications to support photography contract.
- \10 Transfer of \$124,000 from Administration to Office of Inspector General to support Federal salary costs.
- \11 Transfer of \$155,000 from Facilities Operations, Security, and Support (Central Rent) to Administration to support Scientific Diving Program and other Institutional requirements.